

# **TOWN OF GREENWICH**



## **OPERATIONS PLANS FISCAL YEAR 2018-2019**

**TOWN OF GREENWICH  
OPERATIONS PLANS  
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## INTRODUCTION

### **Purpose:**

The operations plans provided in this document are produced by each department in accordance with Article 2 (Budget, Appropriations and Requisitions), Section 21 (Annual Budget and Operations Plans) of the Town Charter:

*The operations plans shall set forth in such form as shall be prescribed by the First Selectman, a concise and comprehensive report of the administrative activities of the board, department, division or office showing services, activities and work accomplished during the current year and to be accomplished in the ensuing fiscal year. Such operations plans shall contain a table of organization for the agency preparing it and shall list any changes in personnel proposed in the budget request for the ensuing fiscal year.*

Operations plans are produced in conjunction with annual budget development and act as a supplement to departmental budget requests. The information contained in these plans provide context on the administrative activities and services provided in the current fiscal year, as well as plans for the upcoming fiscal year.

### **Components:**

This document presents the operations plan for each department. If a department has multiple divisions, a separate plan for each division is included. The plans consist of the following components:

#### Mission:

An overview of the department or division's core functions and areas of service delivery.

#### Primary Services Provided:

The main services provided by the department or division. This provides a broad overview rather than an exhaustive list.

#### Current Year Major Accomplishments:

Highlights of work done in the current fiscal year. For work that is in progress, an anticipated completion date is noted.

#### Next Year Goals:

The work that the department or division expects to accomplish in the next fiscal year.

#### Table of Organization:

The organizational chart for each department or division, showing its structure and position titles.

Personnel Summary:

A two-year history of department or division personnel levels (including full-time, part-time and temporary positions), and the request for the ensuing fiscal year. If any changes are proposed, an explanation will be provided below the table.

For financial summaries for each department and relevant divisions, please refer to the most recent Annual Report, which is published yearly by the Board of Estimate and Taxation.

## **OFFICE OF THE FIRST SELECTMAN**

### **105**

#### **Mission**

The First Selectman is the Chief Executive Officer of the Town. The mission of the Office is to be accessible and responsive to addressing constituent needs, and to effectively and efficiently administer Town operations.

#### **Primary Services Provided**

- Supports and assists a variety of community interests, activities, and organizations through proclamations, statements, appearances, and participation.
- Appoints and nominates highly qualified residents to boards and commissions.
- Establishes several advisory committees, such as the First Selectman's Community Diversity Advisory Committee, the First Selectman's Advisory Committee for People with Disabilities, and the Economic Advisory Committee.
- Manages citizen inquiries and other constituent services.
- Directs the following departments and services: Community Development, Fire, Fleet, Human Resources, Information Technology, Labor Relations, Law, Parking, Parks and Recreation, Police, Public Works, and Purchasing and Administration.
- Coordinates overall Town administration, including Town-wide annual budget preparation and process improvements.
- Through the Labor Relations Director:
  - Negotiates and administers collective bargaining agreements with the Town's six units and the Board of Education's three units.
  - Represents the Town before the CT State Board of Labor Relations and the CT State Board of Arbitration and Mediation.
  - Presents labor and employee relations training to department managers and supervisors.

#### **FY 17-18 Major Accomplishments**

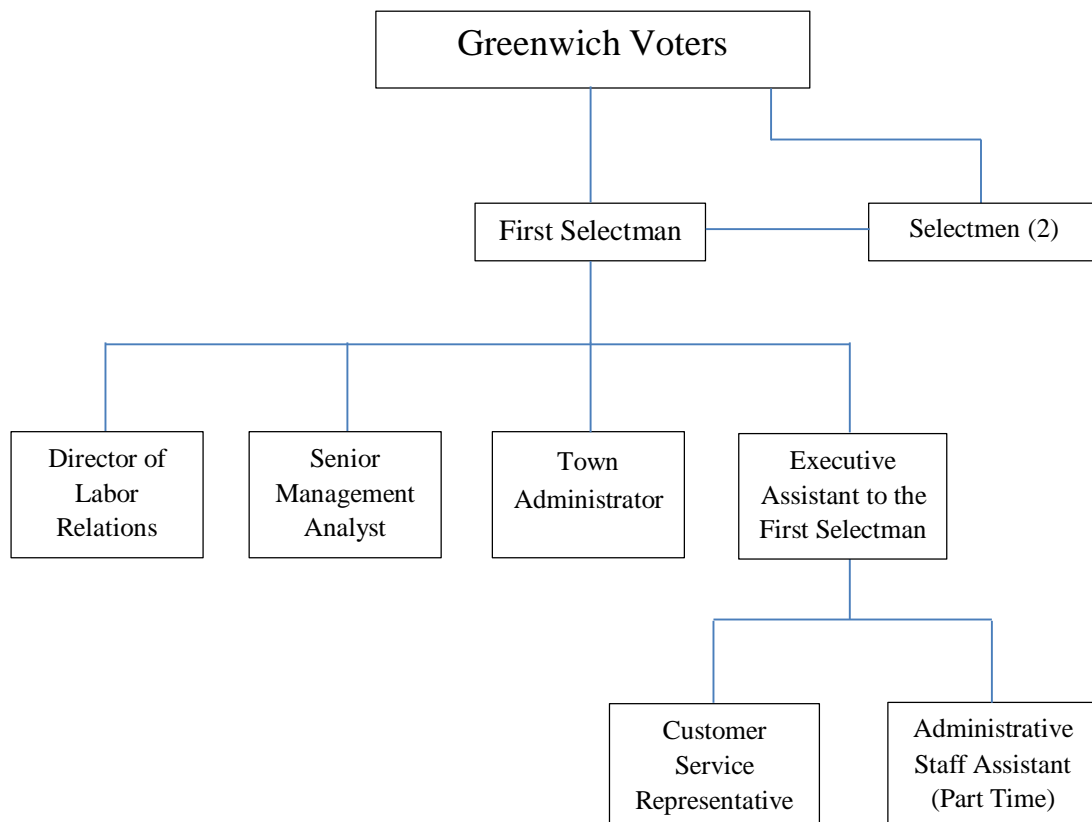
- Continued to support the "Community First" customer service initiative and managing the departmental goal-setting procedure for customer-service and process improvements.
- Maintained *Access Greenwich*, the Town's digital customer relationship system, and transitioned it to the new website platform.
- Used Lean Six Sigma training and philosophy to implement interdepartmental process improvements.
- Published the second annual Financial Trends Analysis, 2007-2016.
- Participated in negotiations regarding successor agreements with the Silver Shield Association and the United Public Service Employees Union.
- Completed the binding arbitration process with the International Association of Fire Fighters Local 1042, Local 456 Teamsters, and Local 136 of the Laborers' International Union of North America.
- Supported the development and implementation of the new Town website.

- Established public private partnership with the Economic Advisory Committee and business community to create a coordinated marketing and branding campaign, *Experience Greenwich*.

### **FY 18-19 Goals**

- Conduct the biennial Town-wide citizen satisfaction survey and use the results to take a critical look at departmental operations and investigate ways to improve service delivery.
- Continue to implement the Lean Six Sigma philosophy to improve Town operational efficiency and effectiveness and utilize the Lean Six Sigma Steering Committee to identify and coordinate process improvement projects across multiple departments.
- Modernize the Town's digital operations to expand access to government, improve constituent communications, and increase operational efficiencies.
- Negotiate successor agreements with the Greenwich Municipal Employees Association and International Association of Fire Fighters Local 1042, as well as support the Board of Education in negotiations with the Greenwich Organization of School Administrators.

### **Table of Organization**



### **Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	6	0.63
<b>FY 17-18</b>	<b>Budgeted</b>	6	0.63
<b>FY 18-19</b>	<b>Requested</b>	6	0.63

Note: Beginning with the FY17-18 Budget Book, the two part-time Selectmen are counted as 0.10 FTE. Previously, these two positions were incorrectly classified as full-time employees.

### **Comments on Proposed Personnel Changes**

None

## **PURCHASING AND ADMINISTRATIVE SERVICES**

### **106 – PURCHASING**

#### **Mission**

The Town of Greenwich Connecticut Purchasing Department purchases a variety of goods and services. In all our procurement activities with actual and potential vendors, every effort is made to enhance the Town's reputation of a progressive agency, instituting the core values of business integrity and fairness and equity to all other vendors in its procurement process.

#### **Primary Services Provided**

- Ensure public procurement processes are in compliance with all pertinent federal, state, and municipal laws, regulations and policies.
- Provide public procurement services to all Town departments in an effective and timely manner.
- Develop contracts/service agreements for all Requests for Bid/Proposal that Purchasing manages.
- Manage insurance coverage documentation for all new and existing contracts that Purchasing has developed.

#### **FY 17-18 Major Accomplishments**

- Completion of involved RFP process for Retirement System Defined Pension Plan. Ensured that all specific requirements of this RFP were requested in the bid and reviewed during the interview process.
- Requests for Bid for the Nathaniel Witherell Auditorium and Tower Renovation projects were completed and awarded successfully after some significant changes to the bid requirement language. This required that some minimum qualifications were needed to be met in order to participate in the bid.
- Implementation of new Background Check Procedures (State of CT Public Act 16-67) for contractors and their employees retained to perform work on Greenwich Public School's property.
- Improved Purchasing practices within the department and implemented a new strategy for the Purchasing Department to be recognized as a "go-to" department to accomplish projects.
- Goal of 98% of contracts developed by Purchasing and submitted to the Law Department to be approved on first review will most likely be exceeded.
- Goal of 98% of all insurance coverage documentation for contracts/service agreements developed by Purchasing to be complete, correct, and current per Town of Greenwich insurance coverage documentation requirements will be met.
- Completed new Purchasing Mission Statement for Purchasing website.
- Purchasing guidelines were developed so bidders have a better understanding of the rules and regulations that need to be followed when bidding.

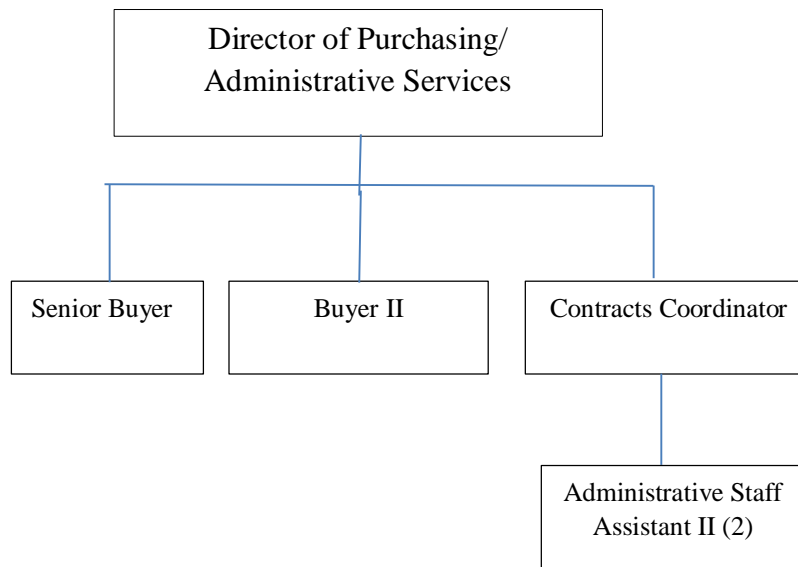


- Created an approved vendor list for Purchasing to entertain more bid respondents to create a competitive environment.

### **FY 18-19 Goals**

- 99% of contracts developed by Purchasing and submitted to the Law Department approved on first review.
- 99% of all insurance coverage documentation for contracts/service agreements to be complete, correct, and current per Town of Greenwich insurance coverage documentation requirements using new insurance form.
- Continue to utilize detailed negotiations to ensure RFP process produces services that are in the Town's best interest, including cost savings.
- Review Purchasing Department policies and procedures to streamline all internal customer requests and focus on the department operating more effectively.
- Continue to expand Bid requests to other newspapers and cooperatives, as well as the State of Connecticut website, to increase the number of competitive bidding respondents.
- Increase bid documentation to ensure transparency.

### **Table of Organization**



**Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	5	0.71
<b>FY 17-18</b>	<b>Budgeted</b>	5	0.71
<b>FY 18-19</b>	<b>Requested</b>	5	0.71

**Comments on Proposed Personnel Changes**

None

## **PURCHASING AND ADMINISTRATIVE SERVICES**

### **107 – ADMINISTRATIVE SERVICES**

#### **Mission**

The mission of the Administrative Services Center is to provide support services to user Town departments in a timely and cost effective manner. This division provides all office support services to Town departments, including mail processing and central reception under the supervision of the Director of Purchasing and Administrative Services.

#### **Primary Services Provided**

- Provide central reception services, including the front desk reception, answering questions from the public, and managing booking for centrally held Town Hall conference rooms and the car-loaner pool.
- Provide Notary services to the public.
- Provide Receiving Center services, including delivery of goods and paper.
- Provide mail services for interoffice, inter-building, and US Postal Service.
- Provide building security support services.
- In past fiscal years, one of Purchasing's responsibilities has been to provide timely, cost effective Reproduction Services management and support to all Town government departments. In FY18, this responsibility was moved and combined with the BOE/GPS Print Shop. This change will expand Print Shop hours of operation and provide additional services to all Town Departments, while resulting in considerable cost savings.

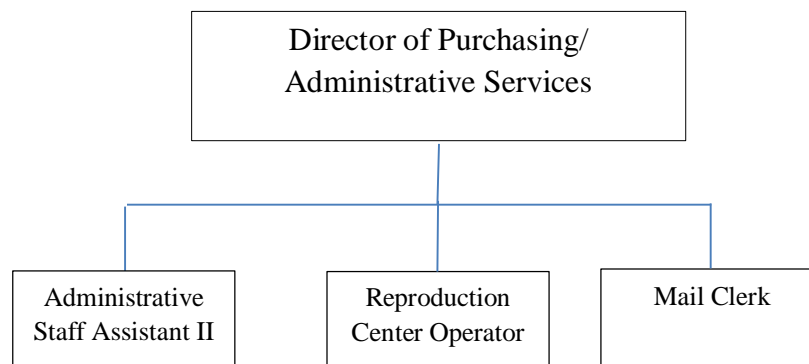
#### **FY 17-18 Major Accomplishments**

- Completed the transfer of responsibilities for the Reproduction Department to the Town of Greenwich BOE. Continue support during the transition period when necessary.
- Completed new mission statement for Administrative Services.
- Developed a mail room operating manual.
- Investigated and corrected delays in the USPS mail service to Town Hall and implemented a new Pitney Bowes mail tracking system.
- Redesigned phone book for Administrative Services.
- Revised Town car pool use log and forms.
- Developed a checks and balances log for delivered materials to Town Hall.
- Developed Town Hall Meeting Room Policy for not-for-profits, including insurance coverage requirements for external meeting room users.

### **FY 18-19 Goals**

- Crosstrain current staff so everyone has the knowledge base to cover all positions, front desk reception, and mail service.
- Purchasing Director's goals are to be hands on and oversee day to day operations of the Administrative Services Division. This involvement will provide accountability and transparency for the division.
- Continue to assist in the smooth transition of Reproduction Department to the BOE.
- Review all policies and procedures and update appropriate forms.

### **Table of Organization**



### **Personnel Summary**

		Number of Full Time Employees	Number of Part/Temp Time Employees
<b>FY 16-17</b>	<b>Budgeted</b>	5	0.25
<b>FY 17-18</b>	<b>Budgeted</b>	3	0.25
<b>FY 18-19</b>	<b>Requested</b>	2	0.25

### **Comments on Proposed Personnel Changes**

For FY17-18, the Reproduction Center Operator position is budgeted in this department, however the position reports to the BOE/GPS Print Shop and will be budgeted accordingly in FY18-19.

## **HUMAN RESOURCES**

### **109**

#### **Mission**

The Department of Human Resources provides excellence in human resources leadership and service delivery. We seek to attract, develop, motivate, and retain a highly skilled, effective workforce capable of efficiently carrying out their responsibilities on behalf of the Town and to create a productive, supportive work environment characterized by fairness, open communication, personal accountability, trust, and mutual respect.

#### **Primary Services Provided**

- All recruitment, hiring, and on-boarding activities for all Town employees including those assigned to the Board of Education.
- Advice and counsel in the areas of employee performance and conduct.
- Management and administration of the Town's performance evaluation programs, as well as all Town compensation plans and wage schedules.
- Management and administration of the Human Resources Information System (HRIS) and Payroll System for the Town and Board of Education.
- Guidance and approval on staffing and reorganization issues.
- Management of employee relations for all Town employees.
- Assurance of compliance with all laws, statutes, and regulations pertaining to employment, benefits, wage and hour, and any other human resource matters.
- Labor contract administration and interpretation.
- Interpretation and enforcement of all Town Human Resources policies.
- Management and administration of all employee (Town and Board of Education) and retiree (Town) medical benefit programs.
- Management and administration of the Employee Assistance Program.
- Administration of the retirement process for Town employees in the defined benefit plan.
- Administration of the Town's defined contribution plan.
- Management and administration of all employee leaves, including FMLA.
- Management and administration of the workers' compensation program for both Town and Board of Education.
- Administration of the unemployment compensation program for Town and Board of Education.
- Oversight of the safety initiative for both Town and Board of Education.
- Administration of all payroll processes and functions for the Town and the Board of Education.
- Creation, implementation and administration of training and professional development programs.
- Management and maintenance of all required human resources reporting, as well as all employee personnel records and files.

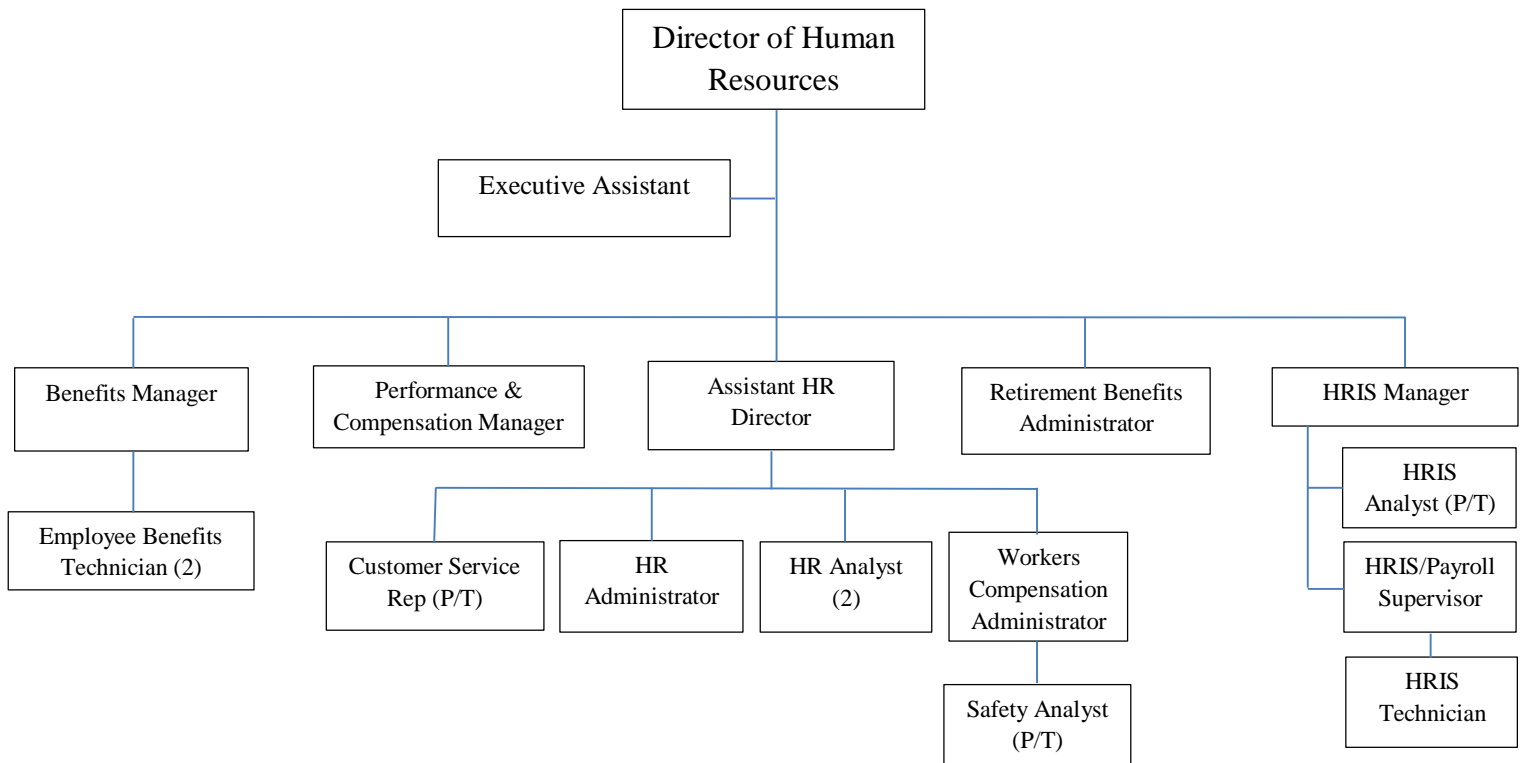
### **FY 17-18 Major Accomplishments**

- Migrated 1,900 employees and 300 retirees to the Connecticut Partnership Plan 2.0.
- Migrated 200 Medicare eligible retirees to Medicare Advantage Plan.
- Graduated 32 supervisors from the Leadership Development Program; enrolled 33 supervisors in the third Leadership Development Program.
- Enhanced the town wide Safety Program through improved standardized reports to better analyze trends and develop responsive safety initiatives with measurable results.
- Enhanced and validated system configurations in HRIS/Payroll System.
- Developed standard HRIS auditing reports and schedules for various Town departments.
- Revised all Human Resources communications and forms.
- Continued restructuring of job descriptions, as well as recruiting and testing procedures to create more specific, operations-focused positions that emphasize customer service and technology.
- Completed data analysis for the actuarial valuation of the Retirement System.
- Determined and processed a cost of living adjustment (COLA) of 1.98% to retirement allowances.
- Developed RFP for CIO for the Town's pension funds; selected manager; successfully negotiated contract with manager.
- Developed and implemented HRIS system training for managers.

### **FY 18-19 Goals**

- Identify and migrate to new HRIS/Payroll System platform due to impending obsolescence of current platform.
- Identify and implement new Townwide employee training initiative.
- Develop standardized system for tracking all departmental inquiries and transactions in order to facilitate, streamline, and improve customer service.
- Continue educating employees on Health Enhancement Program under the CT Partnership Plan.
- Transition Retirement System investment files (closed accounts) to an off-site archival storage space in compliance with state statute for records retention.
- Develop and implement town-wide safety initiative focusing on prevention of the Town's most frequent and expensive categories of workers' compensation claims – slips and falls and overexertion injuries.
- Continue restructuring of job descriptions, as well as recruiting and testing procedures to create more specific operations-focused positions with an emphasis on customer service and technology.

## **Table of Organization**



## **Personnel Summary**

		<b>Number of Full Time Employees*</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	15	2.87
<b>FY 17-18</b>	<b>Budgeted</b>	15	3.28
<b>FY 18-19</b>	<b>Requested</b>	15	3.28

\*This includes Retirement Administrator (131)

## **Comments on Proposed Personnel Changes**

In FY 16-17, the full time headcount went from 16 to 15, due to the elimination of the Employee Assistance Coordinator.

## **REGISTRARS OF VOTERS**

**120**

### **Mission**

The mission of the Registrar of Voters Office is to ensure federal, state and local elections are conducted timely, responsibly, and with the highest level of professional election standards, accountability, security and integrity, intended to earn and maintain public confidence in the electoral process.

### **Primary Services Provided**

- Conduct fair and impartial elections.
- Organize efforts for primary and general elections.
- Register voters.
- Maintain voter registration records and enter all registration data into the Connecticut Voter Registration System (CVRS).
- Answer all questions from public concerning individual voter registration status, voter history and where to vote.
- Provide outreach programs to the public with the goals of increasing voter registration and voter participation on election day.
- Provide outreach programs specifically designed to increase awareness in schools of voting opportunities with the ultimate goal of increasing voter registration and participation.
- Organize and execute absentee ballot program for nursing homes with the goal of increasing participation of nursing home residents in the voting process.
- Test format of optical scan ballot.
- Test format of audio ballot for the visually impaired.
- Secure scanners, absentee ballots, etc.
- Conduct mandated canvass of registry.
- Develop curriculum and training for Poll workers.
- Notify the BOE and Parks and Recreation when non-eligible voters are discovered.

### **FY 17-18 Major Accomplishments**

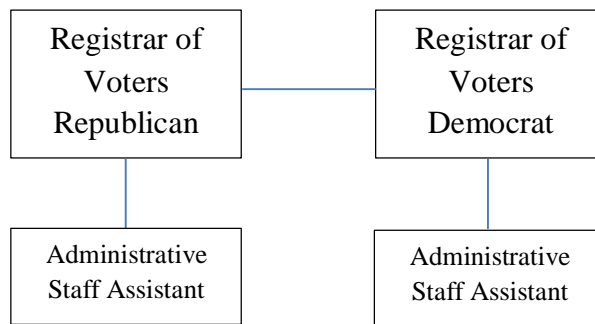
- The goal of the Registrars of Voters continued the long-standing practice of providing well-organized and impartial elections for municipal, state, and federal offices. So far this year, the department has conducted a Republican primary for municipal office.
- We will also be conducting a municipal election in November of 2017.
- We continue with our process of an annual spring canvass of electors to verify the correct address of voters.



### **FY 18-19 Goals**

- Conduct any August primaries for State Assembly, State Senate, Congress, U.S. Senate, as the need arises.
- Conduct a State Election.
- Review school-based polling place access and adjust polling places to use segregated entrances when possible.
- Schedule a review of handicapped accessibility of all polling places.
- Continue to promote and enhance online tools for voter registration, polling place lookup, and vote results.

### **Table of Organization**



### **Personnel Summary**

		Number of Full Time Employees	Number of Part Time/Temp Employees
<b>FY 16-17</b>	<b>Budgeted</b>	4	0.73
<b>FY 17-18</b>	<b>Budgeted</b>	4	0.48
<b>FY 18-19</b>	<b>Requested</b>	2	1.48

### **Comments on Proposed Personnel Changes**

Beginning with the FY 18-19 Budget Book, the two part-time Registrar of Voters will each be counted as approximately 0.5 FTE. Previously, these two positions were incorrectly classified as full-time employees. This is a headcount-neutral change.

## **FINANCE**

### **130**

#### **Mission**

The mission of the Department of Finance is to accept and demonstrate a responsibility for the administration of sound fiscal policies of the Town and for developing, maintaining, and improving financial systems and procedures. This includes the safeguarding of Town assets, maintaining proper internal controls over the disbursement of appropriated funds, the preparation and timely delivery of Town budgets, the implementation of a prudent cash management program, maintaining the Town's highest credit rating, pension administration, and the maintenance of an effective risk control program.

#### **Primary Services Provided**

- *Budgeting* – production of the annual budgetary document. The Department provides guidance to Town and Board of Education employees requiring assistance in preparing and submitting their respective budgets. The Department provides information to the Office of the First Selectman, Board of Estimate and Taxation and the Representative Town Meeting members in order for them to make financial decisions as they vote to approve the Annual Budget. Included within this provided service is the facilitation of the Capital Improvement Program (CIP). The Comptroller is a voting member of the CIP Projects Committee. The Budget Director is instrumental in the production of all required documentation for application, ranking and approval of capital projects. In addition, the Finance Department continually monitors the process of capital projects and works with departments to close out such projects when completed.
- *Risk Management* – responsible for monitoring liability, automobile and property claims made against the Town of Greenwich. Risk Management will frequently be the first point of contact for a claimant's actions against the Town. It is Risk Management's responsibility to direct the claimant to the correct party or parties to properly process and close out the claim. Risk Management is responsible for monitoring liability, automobile, property and other ancillary insurance coverage for the Town. This responsibility includes placing policies for all Town Departments including the Board of Education and The Nathaniel Witherell Nursing Home. Risk Management is responsible for maintaining all information for Town motor vehicle drivers in data base form. This includes the "Permitted to Drive List", accidents data history by employee and department and all Global Positioning System (GPS) generated safety data. It is Risk Management's responsibility to report to various safety committees and departments on the results of this data. Risk Management is responsible for organizing defensive driving classes for the Town. There have been multiple defensive driving sessions conducted since Fiscal 2013 with over four hundred and fifty participants. Starting in Fiscal 2015, the Town hired Applied Risk Services to perform safety inspections of Town facilities. Applied Risk Services produces detailed inspection reports that are forwarded by Risk Management to the appropriate department heads for remediation. Risk Management is responsible for follow-up to ensure compliance. Risk Management is also responsible for presenting the reports and ensuing documentation to the BET Audit Committee. Risk Management is also responsible for organizing and

attending all third party safety inspections performed through the Town's Broker, Frenkel & Co. Risk Management is responsible for insurance recoveries for the Town generated by third party inflicted damage to Town property. Examples include damage to Town fences, walls, bridges, buildings, light posts, shrubbery or Town vehicles. Risk Management is solely responsible for organizing, data collection and negotiation of the Town claims for catastrophic storms such as the Super Storm Sandy insurance claim. Starting in October 2014, Risk Management is also responsible for FEMA applications. Risk Management is still waiting for its final settlement checks for the Town's Hurricane Sandy claims. \$2,442,000 was collected to date by Risk Management from the Town's property insurance carrier for Hurricane Sandy damage. As part of an ongoing strategy to maximize insurance recoveries for the Town, Risk Management reviews all police reports dealing with damage incurred to Town property.

- *Internal Auditing* – Risk Management is responsible for oversight of the Town's Internal Audit Department. An Audit Plan is submitted annually to the BET Audit Committee and the function undertakes various internal audits as approved by that Committee. The Internal Auditor reports directly to the Risk Manager. In addition, understanding the cost benefits and returns on the investment of utilizing auditors' expertise, the Finance Department continues to request funds in the consultant lines to supplement the audit program through the use of outside audit assistance.
- *Treasury/Cash Management* – responsible for the investing of Town funds. The Finance Department works with the various BET approved banks to ensure that quality services are obtained at the best available prices. The Treasurer prepares and distributes a monthly Treasurer's Report and a General Fund cash forecasting analysis model. The Treasurer and Comptroller work closely with the BET Investment Advisory Committee, OPEB Trust Board and BET Audit Committee on a variety of cash management issues. The Finance Department manages cash under the requirements of the State of Connecticut State Statutes.
- *Accounts Payable* – responsible for the payment of all appropriated Town and Board of Education expenditures. The Finance Department utilizes a "pre-auditing" function on the payment of all properly appropriated funds. Pre-audit reviews all bills for accuracy, proper authorization and the availability of adequate appropriated funding before payment.
- *Financial Report Preparation and Accounting* – prepares the Annual Comprehensive Annual Financial Report and coordinates the preparation of the Town's Annual Report. Maintains all general ledger postings for financial reporting.
- *Debt Administration* – responsible for the annual issuance of debt as approved by the various boards during the budgetary process. Works with a financial advisor and bond attorney in coordinating the preparation of the Official Statement and the sale of debt instruments to fund the various capital projects of the Town and Board of Education. Coordinates credit reviews with the Credit Rating Agencies annually.
- *Customer Service* – due to the nature of the Finance operation, the staff spends considerable time responding to requests for information from the majority of Town Boards and Commissions, Board of Education personnel, Town department personnel and the public. The Finance Department considers prompt and courteous internal and external customer services a priority.
- *BET Special Projects* – from time to time the Finance Department has had occasion to perform special non-recurring projects with the BET. Examples include; updating the BET Policy and Procedures Manual, updating the Fund Balance and Debt Policies, The Nathaniel

Witherell Strategic Committee Review, Cost Certification of Project Renew, Parsonage Cottage Loan Modification Project and a variety of other special projects.

### **FY 17-18 Major Accomplishments**

- Production of the Annual Budget. Finance has traditionally produced and distributed all budget documents within all posted BET and legally required timelines that are accurate and presented in a manner that provides all financial decision makers with the information essential to pass the annual budget. The budgetary process has become a year-round operation. The Finance Department immediately begins work on each ensuing budget subsequent to the passage of the current year budget. Noteworthy is the assistance Finance provides to the BET Budget Committee for preparation and approval of the annual BET Budgetary Guidelines. Finance also works with various Town departments in coordination with the BET Budget Committee in the presentation of monthly budgetary topics. Finance prepares annually a ten-year operating and fifteen-year capital budget.
- Compilation and distribution of the Comprehensive Annual Finance Report. Finance consistently issues its annual Comprehensive Annual Financial Report (CAFR) by December 31st, as required by State of Connecticut Statute. Under a directive from the BET Audit Committee, the Finance Department completes its annual CAFR earlier than required. The CAFR for the year ending June 30, 2017 was approved before the BET at their December 2017 meeting. Finance consistently is the annual recipient of the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting. This is a national award and the Town did receive it in 2017 for the fiscal year ended June 30, 2016.
- Compilation and distribution of the Town's Annual Report. Finance works with all departments to produce the State of Connecticut and Town Charter mandated Town's Annual Report each year.
- Risk Management will continue to refine and improve a Loss Control Risk Management Program. Risk Management will continue to strive for lower third party claims versus the Town of Greenwich.
- Risk Management, through aggressive competitive bidding, has been able to reduce and maintain annual insurance premium costs for liability, automobile, property and other insurance lines.
- Risk Management has been assigned the responsibilities for filing and collecting on FEMA grant applications. During Fiscal 2017, Risk Management attempted to closed out all reimbursements for Hurricane Sandy. This endeavor continues to be a challenge with resistance from the FEMA organization.
- Timely and accurate Financial Report. Finance has consistently performed at high levels of results for basic accounting responsibilities. Finance reconciles general ledger accounts to supporting detail each month and quarter. Finance staff processes journal entries by the end of the next business day after receipt by the Finance Department. Accounting reports are distributed to Town staff in other departments within five business days after close of the monthly period. The goal is to continue these service deliverables.
- Maintain an effective Cash Management Program. Through aggressive cash and investment management programs, the Town Treasurer has enacted policies and procedures that have enabled Treasury to maximize investments earnings, within State of Connecticut Statute

limitations and the Town's BET Investment Policies that approximate 100% in investment quality accounts. Finance has worked closely with the BET Investment Advisory Committee and the OPEB Trust Board in developing, updating and maintaining investment policies for the General and OPEB Funds.

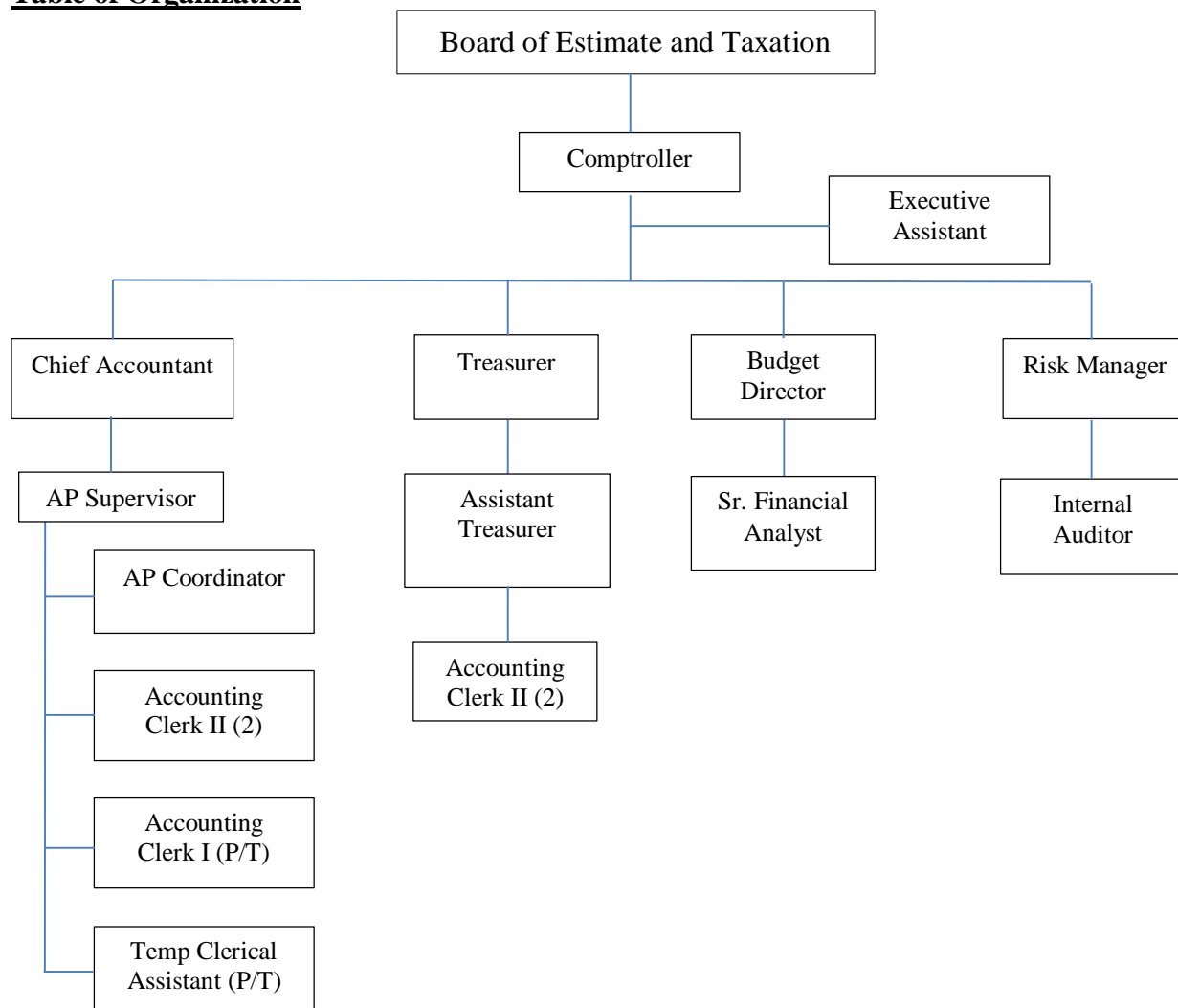
- Treasury has been able to reduce bank fees by aggressively reviewing all charges, eliminating unnecessary services and negotiating reduced fees with the various banks.
- Treasury staff reconciles all required bank reconciliations within 30 business days of receipt of bank statements. The goal is to maintain this timely reconciliation process.
- Review and report on economic conditions. Finance has consistently monitored variations from budgeted revenues on a weekly basis. Due to the uncertainty of revenue collections for the major revenue categories (i.e. conveyance tax, building permits and tax collections), this exercise has become a priority and the results, to include expenditure monitoring, were and continue to be presented to the BET Budget Committee when requested.
- Production of the Internal Audit Plan. The Internal Audit Plan was submitted to the BET Audit Committee and approved for the years 2016 through 2017. A new Audit Plan will be issued during Fiscal 2017-2018, which will cover fiscal years 2018 through 2019. The goal is to continue this process.
- The Finance Department continues the Bonding Program with the issuance of a \$40 million Bond and \$75 million Bond Anticipation Note (BANS) sale in January 2017 at continued historically low interest costs. Finance has been able to minimize costs on the issuance of new debt through competitive bidding on the sales and its associated issuance costs. The next bond and note sale will be in January 2018.

### **FY 18-19 Goals**

- Production of the Annual Budget.
- Compilation and distribution of the Comprehensive Annual Finance Report.
- Compilation and distribution of the Town's Annual Report.
- Risk Management will continue to refine and improve a Loss Control Risk Management Program that includes the following:
  - Continue to lower third party claims versus the Town of Greenwich.
  - Continue to decrease third party auto liability claims versus the Town of Greenwich.
  - Continue to obtain every plausible and reasonable insurance recovery due the Town.
  - Risk Management, through aggressive strategy considerations, has been able to reduce and maintain annual insurance premium costs for liability, automobile, property and other insurance lines. The goal is to continue this success in collaboration with the Town's Insurance Broker.
  - Risk Management will continue to strive to improve the manner in which the Town handles third party claims. Risk Management has revamped the process to provide consistency in how the Town interacts with new claimants' and the instructions claimants are provided on how to process claims versus Town. All claimant inquiries are directed to Risk Management. All claimants are now instructed to file with the Town's Clerk Office. As part of the new process, Risk Management and the Law Department are now paying some claims under \$5,000 without automatically requiring a CIRMA investigation, which requires time and expense to complete. The speeding up of the process for new claims has resulted in lower cost and less time consuming

- research performed by Town personnel responding to inquiries by claimants as to the status of their claim. Relationships with Town resident claimants have improved.
- Continue to maintain a data base of all things related to driver safety and the “Permitted to Drive List.”
  - Timely and accurate Financial Report.
  - Maintain an effective Cash Management Program.
  - Treasury has been able to reduce bank fees by aggressively reviewing all charges, eliminating unnecessary services and negotiating reduced fees with the various banks. The goal is for the Treasurer to continue this oversight regarding banking fees and services with the respective banks.
  - Treasury staff reconciles all required bank reconciliations within 30 business days of receipt of bank statements. NOTE: this has been a long standing practice that has been interrupted with implementation of the ADP payroll processing for the Payroll Bank Statement reconciliation only.
  - Review and report on economic conditions.
  - The Finance Department will continue the Bonding Program with the issuance of a General Obligation Bond and Bond Anticipation Note (BAN) financing through a competitive bidding process in January 2019. The goal is to maintain the triple AAA ratings for the Town of Greenwich.

### **Table of Organization**



**Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	15	1.36
<b>FY 17-18</b>	<b>Budgeted</b>	15	1.36
<b>FY 18-19</b>	<b>Requested</b>	15	1.36

**Summary Comments on Personnel Changes**

None

## INFORMATION TECHNOLOGY DEPARTMENT

134

### **Mission**

The mission of the Information Technology Department is to deliver and support technology tools and capabilities that help improve the quality of life for Town residents. It does this directly through the operation of a GIS Office for the public, support of the Town Hall website, support of resident telephones at Nathaniel Witherell, and support of e-mail services for residents who volunteer their time conducting Town business on boards, commissions, and the RTM. Information Technology also serves the residents indirectly through partnerships with other departments in the Town's general government by providing five key services: IT Operations, Telephone Support, Geographic Information Services, Website Services, and Technology Solutions.

### **Primary Services Provided**

- **IT Operations** includes support and maintenance of the Town's data and voice networks, data center, and related data services (refer to the IT Data Services section for a detailed and prioritized list of supported applications and services). IT Operations also maintains a business-hours technical help desk for the support of more than 1,200 digital devices, an e-mail system, and 106 applications utilized by employees of the Town's general government.
- **Telephone Support** provides services for approximately 1,700 office phones and other ancillary devices across the Town's general government, three Greenwich Library locations, and Nathaniel Witherell. Also provides management of cellular service accounts for Town mobile devices, and 200 room telephones for Nathaniel Witherell residents.
- **Geographic Information Services** include support and maintenance of the Town's GIS (Geographic Information System), which serves as the central source of record for cross-departmental land use activities. IT also operates the Town's GIS customer counter where the public can purchase maps and abutters data.
- **Website Services** includes development and technical support for the Town government website. This also includes development and support of, and training for, the Content Management System enabling departments and divisions to add and maintain communications, documents, schedules, and general information on the Town website.
- **Technology Solutions** includes project management, business analysis, workflow architecture, and data integration for large cross-departmental technology initiatives for efficient use of enterprise applications such as CityView and OnBase.

### **FY 17-18 Major Accomplishments**

- Migrated all Town government employee email accounts from an in-house Lotus Notes system to Microsoft Office365 as a cloud service.
- Migrated all legacy telephones at Nathaniel Witherell to the Town's new VOIP system. Replaced 98 office phones. Provided 200 patient rooms with telephones at a minimal



incremental cost to the Town which eliminated the need for residents to purchase their own individual telephone service plans. Implemented a main switchboard console so a receptionist can transfer visitor calls directly to any resident phone.

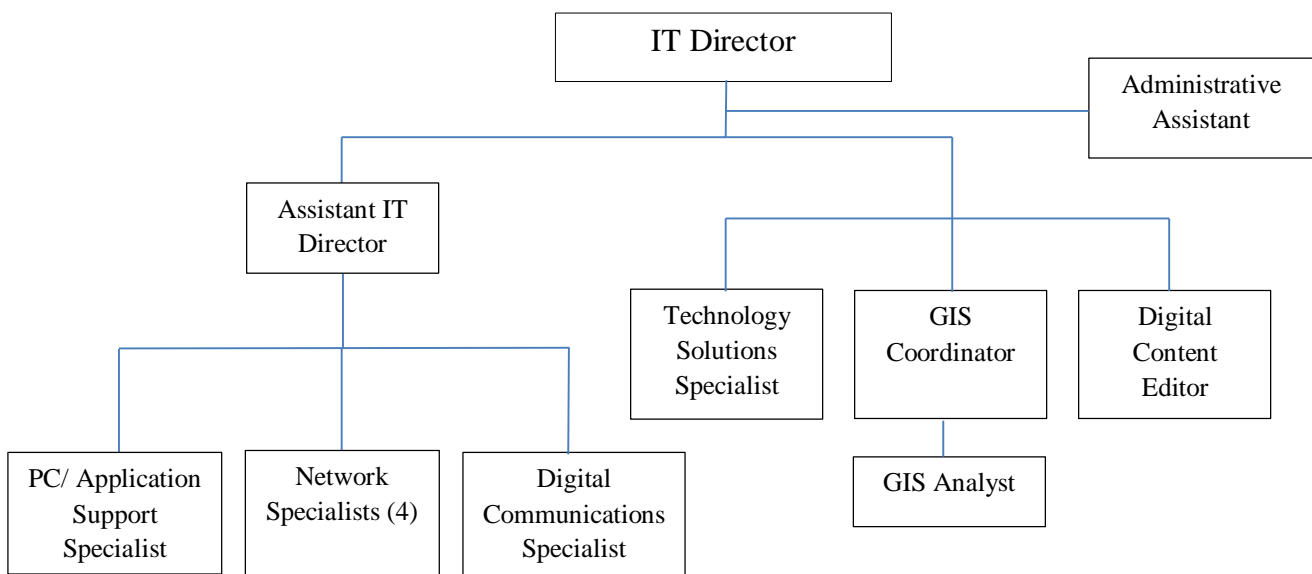
- Migrated 6 remote Town locations to the new VOIP telephone system, and will migrate 8 more sites by the end of the calendar year. Will migrate the main library, and two branch locations in January 2018, and will complete this multi-year project by migrating public safety locations by end of June 2018.
- Will implement a new traffic light data network by the end of 2017 that will comprise six fiber optic rings connecting 68 traffic lights throughout the Town enabling the Highway Division to better manage and optimize traffic patterns.
- Began a multi-year cyber risk reduction project which includes operational adjustments, proactive analysis, and security reviews for all projects involving the implementation of online technology.
- Will have trained Town staff about cyber-security risks and their roles and responsibilities in safeguarding sensitive data by the end of the fiscal year.
- Will launch a new mobile-friendly Town website by the end of the fiscal year with a new content management system, and with new features and tools for Town employees to communicate with the public.
- Reorganized the IT Department and created the position of Digital Content Editor to manage the day-to-day operations of the new Town Hall website and increase the relevancy of website content.
- Will upgrade the Town's GIS information for residents by implementing the latest 2016 aerial photos and one foot contours by the end of 2017, and will implement the latest planimetric maps by April 2018.
- Reduced the amount of legacy Microsoft Access database applications, and outsourced their support. Will continue to reduce these applications over the next several years.
- Increased the level of security applied to mobile devices through the use of MDM (Mobile Device Management) for mobile devices used to access Town email.
- Completed work on a Command Center in the IT Data Center providing central monitoring of key systems including data network status, telephone network availability, traffic light network uptime, website analytics, server performance, and temperatures in key computer centers.
- Will have an IT disaster recovery plan by end of 2017. Implemented backup internet, backup routers, will implement additional disaster recovery processes according to the plan by the end of the fiscal year.

### **FY 18-19 Goals**

- Begin the next phase of the Town website improvement initiative, which will seek to optimize resident engagement with the Town through the establishment of personalized content, email updates, online surveys, forms, service requests, and reservations of Town meeting rooms and facilities.
- Integrate AccessGreenwich into the new website platform as part of a larger effort to establish a centralized and holistic point of contact for all citizen requests and concerns that can be measured and tracked from submission through to resolutions.

- Begin work on a central resident database that can be used by various Town departments to track public engagement and verify eligibility of services.
- Work with departmental vendors to update the user experience for the Town's partner websites that are associated with the core Town website, and seek efficiencies through the elimination of some partner websites with tools and features available in the new core website platform.
- Establish a central employee master database to improve on-boarding and off-boarding processes and to integrate with other systems that require accurate and up-to-date Town employee lists.
- Replace the UPS (Uninterruptable Power Supply) for equipment in the communications room and data center. These systems need to be replaced every four or five years in order to protect the equipment from damage associated with a sudden power loss.
- Continue to reduce the amount of legacy Microsoft Access applications. Seek opportunities to streamline processes and replace these applications by the leveraging the use of commercial applications the Town already owns.
- Complete replacement of network switches at Town Hall and Nathaniel Witherell as part of an initiative to improve the reliability of the Town's data network.
- Establish methods to expand the Town's wide area data network through the use of inexpensive Internet service plans.

### **Table of Organization**



**Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	13	0.19
<b>FY 17-18</b>	<b>Budgeted</b>	13	0.15
<b>FY 18-19</b>	<b>Requested</b>	13	0.15

**Comments on Proposed Personnel Changes**

None

## **TAX ASSESSOR**

### **135**

#### **Mission**

The Town Assessor's Office is responsible for the discovery, listing, and equitable valuation of all real estate, motor vehicle, and personal property within the Town of Greenwich in accordance with Connecticut State Statutes for the annual production of the Grand List. The Assessor's Office objective is to continually improve its collection of data and assessment practices to develop accurate assessments reflective of the fair market value. Connecticut State Statutes require that all property is to be revalued every five years and physically inspected every ten years. There are a total of 22,350 parcels in the Town of Greenwich. Of these, 20,541 improved parcels must be physically inspected by October 1, 2020.

#### **Primary Services Provided**

- Responsible for the preparation of the annual Grand List for Real Estate, Motor Vehicle, Personal Property and Motor Vehicle Supplemental. This includes the valuation of all new construction and review of building permits for commercial and residential properties.
- Perform a Town-wide revaluation every five years as mandated by Connecticut State Statutes. The next revaluation to be completed as of October 1<sup>st</sup>, 2020
- Perform a Town-wide physical inspection of all improvements every ten years as mandated by Connecticut State Statutes. All properties to be inspected by October 1, 2020.
- Administer tax relief programs for the elderly, both state (295) and local programs (563), applications filed annually between Feb 1<sup>st</sup> and May 15<sup>th</sup>. Apply exemptions for the veterans (1,558), blind (29), disabled (25), and volunteer firefighters (49). Notify all potential recipients of these programs by public notices, Town website, and various other publications.
- Continually analyze trends in property sales, prices, construction and renovation costs and rents for all property types.
- Supports the Board of Assessment Appeals in February, March and September with hearings and notifications of changes in assessment rolls. There were 1034 BAA appeals from the 2015 Revaluation for the 2015 Grand List, 221 BAA appeals to the 2016 Grand List.
- Works with the legal department in management and settlement of all tax appeal litigation. There were 166 tax appeals to Superior Court arising out of the 2015 Revaluation. To date, 90 appeals remain from the Grand List of 2015. An additional 27 appeals were filed for the 2016 Grand List. Assessor's Office reports to Finance tax appeal settlements and impact upon revenue.
- Budget – Perform all assessment responsibilities within the office budget.
- Provide support and respond to BET requests for information and continually update the Board on a monthly basis.
- Respond to public inquiries regarding tax assessments and other exemption and benefit programs. Provide information to other town departments and agencies upon request.

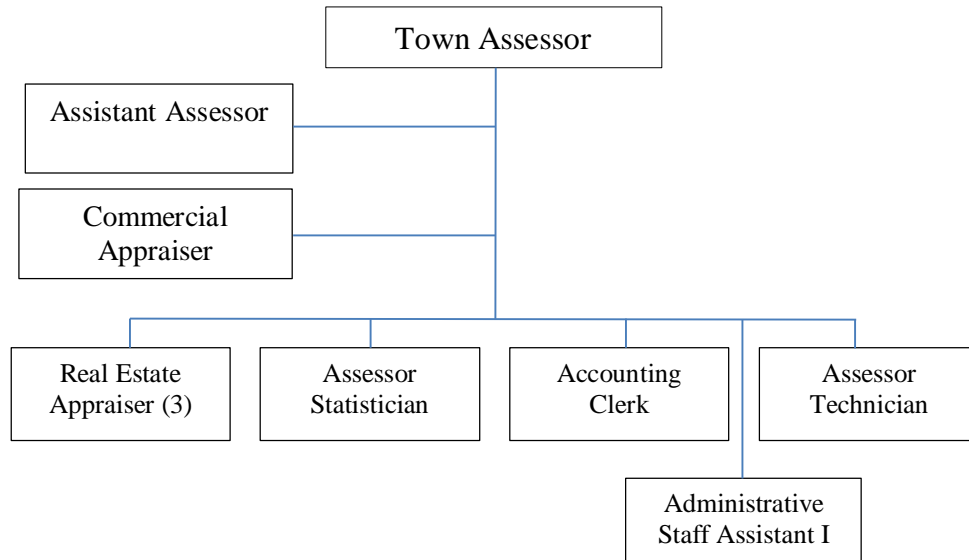
## **FY 17-18 Major Accomplishments**

- The Assessor's Office has commenced the 2020 Revaluation by starting the measuring and interior inspection of all properties within the Town of Greenwich. This project shall be completed over the next three years, thereby alleviating the need to contract this portion of the October 1, 2020 Revaluation to outside contractors.
- Compiled the 2016 Revaluation Grand List, which includes 21,363 taxable real estate parcels, 969 tax exempt parcels, 4,244 personal property accounts, 54,420 motor vehicle accounts, and 10,790 supplemental motor vehicle accounts. The staff is currently working on the 2017 Grand List.
- 166 tax appeals were filed to Superior Court are from the 2015 Revaluation. Currently, 88 of the 166 appeals are still outstanding, 78 appeals have been settled. Assessor's office shall continue to determine the tax impact and reductions to future Grand Lists.
- Additions to the Grand List, such as Certificate of Occupancy, shall be detailed and provided throughout the fiscal year. Supplemental notice of increase sent to tax payers, adding an additional revenue of \$272,269 to the 2016 Grand List.
- Continue to develop and improve the Assessor's administration system and procedures to ensure adequate audit checks and supervision of changes to the tax levy. Through the departmental internal audit process, it became apparent that additional review of additions and deductions to the Grand List were necessary. Additional review by supervisory staff has been established.
- Create a more sophisticated and thorough analysis of all sales, both residential and commercial/industrial transactions. This shall allow the Assessor's Office to better estimate the impact of future revaluations on the Grand List.
- The supervisory staff shall continue to better educate the staff so that any public inquiries are answered properly and expeditiously. The Assessor shall continue to disperse the workload evenly throughout the staff to minimize overtime and comp time. There is adequate staff to perform the daily workload without additional expense to the Town.
- Work with Finance to provide accurate details for the sewer district to be available for the budget book.
- Processed approx. 3,000 building permits with data changes and sketches into the ProVal database. Verified and analyzed sales transactions and 25 parcel splits and merger records. Analyzed 884 filings of annual income and expense reports for commercial properties.
- Processed 54,420 motor vehicle accounts, and 10,790 supplemental motor vehicle accounts and calculated pro-ratio adjustments. Continue to oversee and review with staff the proper documentation for such prorates.
- Processed 295 state senior applications, 563 local senior credits applications, 83 additional veteran's exemption applications, and 49 volunteer firefighter credits applications. State Reports for the State Office of Policy and Management all timely filed.
- Processed all real estate transfers and updated all records, maintained separate database files for vacant land, building permits, certificates of correction, certificates of occupancy, increase notifications and exempt properties.
- Provided new web pages, assessment maps, books containing sales and assessments by neighborhood, street address and type of building, computer terminals and field card records to enable the public to better understand their assessments. Enhanced public access to real estate records via Internet.

## **FY 18-19 Goals**

- The Assessor's Office shall continue working with the Pictometry Software, the electronic comparison of the footprint sketches of all buildings as drawn in the ProVal CAMA System versus the footprint of all buildings as captured in the (2013) GIS flyover of the Town. We anticipate that this comparison will efficiently lead to the discovery of previously omitted improvements and the subsequent addition of their value to the Grand List. This technology shall create very accurate data upon which assessments shall be based.
- To commence an inspection cycle of all properties to comply with the requirement to inspect or at minimum, measure the exterior of all properties. Connecticut State Statutes require that all property is to be revalued every five years and physically inspected every ten years. There are a total of 22,308 parcels in the Town of Greenwich. Of these, 20,541 improved parcels must be physically inspected by October 1, 2019. These 20,541 improved parcels are comprised of 16,370 residential, 2,872 condominiums, 991 commercial and 308 exempt. The Town of Greenwich has the option of spreading this over a period of years to reduce the costs of revaluations and provide accurate data for every revaluation. By accomplishing this task in-house over the next four years, the cost to the Town of Greenwich for the 2020 Revaluation shall be significantly less.
- To complete the 2018 Grand List, which includes review of approximately 4,000 building permits. To institute a review process to insure all new construction is properly added to the Grand List. Review and add to the 4,420 personal property accounts, price 54,420 motor vehicle accounts, and 10,790 supplemental motor vehicle accounts.
- The Assessor's Office shall continue to assist property owners in understanding the assessments and how such assessments were derived. To improve our customer service to the taxpayers of the Town of Greenwich, as well as the business community, the Assessor's Office shall continue to educate all visitors of their rights and responsibilities in the assessment of real estate, motor vehicles and personal property by implementing Customer First Organization Techniques.
- The Assessor's Office shall continue to closely monitor the outcome of the 2015 Revaluation. This shall include continuing the verification of all real estate sales, and verification and accurately listing of the results in the ProVal CAMA System. The Assessor's Office shall continue to analyze trends within districts and neighborhoods to extract trends in the real estate market for the 2020 Revaluation.
- To continue the implementation and full utilization of the software systems, QDS and ProVal CAMA System. Implement updates to the software systems to create greater efficiencies within the office.
- Electronic filing of the Personal Property declarations shall be available for taxpayers commencing with the Grand List of 2018, minimizing the amount of data entry required and allowing businesses to file electronically. Once fully implemented, this process shall become less labor intensive and allow taxpayers an alternative to the current process.
- To minimize the tax exposure and reductions to the Grand List as the 166 tax appeals to Superior Court are settled. Assessor's office shall continue to determine tax impact and reductions in future Grand Lists in negotiating settlements.
- To hire and coach new Assistant Assessor to assume all the responsibilities currently required in the job description.

### **Table of Organization**



### **Personnel Summary**

		Number of Full Time Employees	Number of Part Time/Temp Employees
FY 16-17	Budgeted	10 (9 funded)	1.19
FY 17-18	Budgeted	10	0.43
FY 18-19	Requested	10	0.43

### **Comments on Proposed Personnel Changes**

None

## **OFFICE OF THE TAX COLLECTOR**

**139**

### **Mission**

The Tax Collector's Office will endeavor to achieve the highest collection rate possible for taxes levied by the Town of Greenwich. We will properly account for and safeguard all funds collected by the Office of the Tax Collector. We will utilize the collection tools available to us, always remembering to treat our citizens and taxpayers with respect throughout the process. State Statutes and Local Ordinances are strictly enforced the same for all. We will strive to provide an atmosphere of professionalism and consistently excellent customer service. Customer feedback (both positive and negative) are always incorporated as we develop our operating processes for the future.

### **Primary Services Provided**

- The collection, accounting, and safeguarding of all local taxes. These include Real Estate Property, Business Personal Property, Motor Vehicle, and Sewer Assessments.
- Provide timely, accurate, and date sensitive tax related information to an expansive and diverse user community: this group would include, but not limited to: Current & Prospective Property and Business Owners, Attorneys, Business Managers, Courts (Superior, Bankruptcy & Probate), Title Searchers, Motor Vehicle Owners and Lessees, Motor Vehicle Leasing Companies, Real Estate Tax Paying Companies, Lenders (Banks & Private Direct), members of the media, State Marshalls, and local Constables.
- Establish and maintain effective key internal and external working relationships to ensure required levels of collaboration are in place to achieve a best practices approach related to the collection of taxes. The internals would include: (but not be limited to) First Selectman, Finance, Town Clerk, Assessor, Board of Estimation & Taxation, Legal, and Building/Health (related to permitting). The externals include CT Department of Motor Vehicles, Office of Policy & Management, Escrow companies, and the statewide network of other Municipal Tax/Revenue offices.
- Balance all tax receipts daily and provide Finance group with required reconciliation detail.
- Perform timely and accurate processing of Assessor issued Certificates of Correction. These transactions translate to increases and decreases of taxes owed. These outcomes are then communicated to appropriate parties for settlement.
- Orchestrate the Tax Sale process for delinquent properties as a means to bring matters to resolution (full payment of taxes owed).
- Ensure liens are placed for non-payment of taxes protecting the town's rights and maintaining its position.
- Maintain billing and payment records in concert with involved lenders for escrowed accounts.
- Research returned mail for current address information and resend.
- Investigate, confirm, and issue refunds to deserving taxpayers on a regular basis.



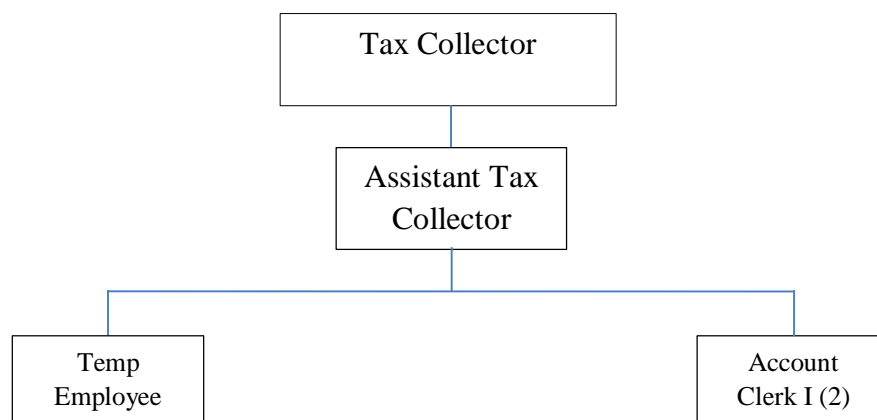
### **FY 17-18 Major Accomplishments**

- Extended online services to effectuate greater convenience and security for General Public access to information and created more options for the public's ability to pay taxes.
- Achieved a collection rate greatly surpassing 99% with one of the smallest department operating budgets in Town of Greenwich.

### **FY 18-19 Goals**

- Bring to fruition the transition of the DMV CIVLS software which will allow stakeholders more access to DMV transactions through the online process.
- Continue to work with our vendor to create a more aggressive marketing campaign eventually achieving the ultimate goal of 100% electronic billing, thus eliminating the costs associated with paper billing.
- Review current table of organization and submit a best practice needs assessment to acquire necessary staff to operate the office with peak efficiency.

### **Table of Organization**



### **Personnel Summary**

		Number of Full Time Employees	Number of Part Time/Temp Employees
FY 16-17	Budgeted	6	0.27
FY 17-18	Budgeted	4	0.98
FY 18-19	Requested	6	0.27

### **Comments on Proposed Personnel Changes**

The level of staffing created by arbitrary budget cuts made by the BET have produced the unintended consequences predicted by the Tax Collector. A reduction in service level both to the public and internal departments was inevitable and unavoidable. It is necessary to reinstate to a minimum personnel level of the 2016/2017 budget to provide the timely service expected and demanded by the stakeholders of the Office of the Tax Collector.

## **LAW DEPARTMENT**

### **140**

#### **Mission**

The main charge of this department is to serve as legal advisor, attorney, and counsel for Town government and all departments and officers thereof.

#### **Primary Services Provided**

On a daily basis, this department counsels the representatives of Town departments; renders numerous legal opinions, both oral and written; drafts ordinances; reviews, negotiates and approves contracts; attends meetings of various Town departments, agencies, boards, and commissions when necessary; and represents Town agencies and personnel in state and federal courts and before administrative agencies.

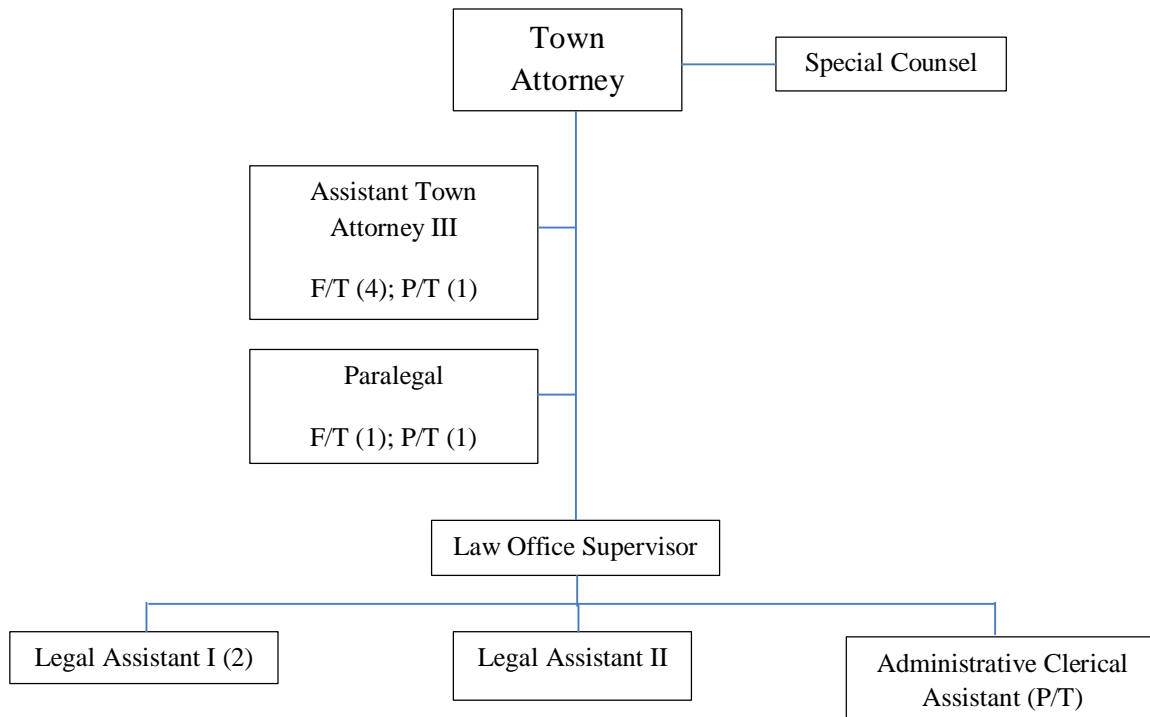
#### **FY 17-18 Major Accomplishments**

Based on historical perspective and continuing service, the Law Department has successfully defended various claims on behalf of the Town, produced responses, both written and oral, to various departments and individual representatives of the Town, and successfully analyzed and advised on multiple issues before the Town on a daily and repeated basis.

#### **FY 18-19 Goals**

There is one basic goal to be provided by the Law Department. This goal is to provide the municipality with the best professional legal services available in a timely and economically viable fashion.

### **Table of Organization**



### **Personnel Summary**

		Number of Full Time Employees	Number of Part Time/Temp Employees
FY 16-17	Budgeted	10	1.48
FY 17-18	Budgeted	10	1.48
FY 18-19	Requested	12	0.10

### **Comments on Requested Personnel Changes**

The Law Department is considering the possibility of making its part time Assistant Town Attorney a full time employee for the 2018-19 fiscal year. It is also considering moving its one part time paralegal to full time.

**TOWN CLERK**  
**150**

*Not Available at Time of Printing*

## **ZONING ENFORCEMENT**

**161**

### **Mission**

The mission of Zoning Enforcement is to provide excellent customer service while ensuring compliance with the Town of Greenwich Building Zone Regulations (BZR's) and Nuisance Abatement Ordinance through enforcement action, issuance of zoning permits, and management of the Planning and Zoning Board of Appeals.

### **Primary Services Provided**

- Enforcement of the Town's Zoning Regulations and addressing zoning violations when they occur through legal action, pursuant to the Connecticut State Statutes and the Town of Greenwich Building Zone Regulations.
- Enforce the Nuisance Abatement Ordinance of the Town pursuant to the Town Charter.
- Administering Zoning Permits, a precursor to the issuance of any building permit. The Zoning Permit indicates that the proposed work to any commercial and residential buildings is in compliance with the Building Zone Regulations and all applicable site plan and subdivision approvals.
- Manage the administrative functions of the Zoning Board of Appeals who hear and decide appeals for (1) variances from the provisions of the regulations, (2) special exceptions for certain uses specified in the regulations, and (3) overriding an order or decision of the Zoning Enforcement Officer.

### **FY 17-18 Major Accomplishments**

- Continued to provide excellent Customer Service.
- The Zoning Enforcement Officer was chosen to participate in and graduated from the Advanced Training Program, titled "The Leadership Institute". The training includes ten required workshops, as well as outside-the-classroom experiences, that include guest speakers, panels, and one-on-one coaching opportunities. The training is designed to assist supervisors with a balance of practical management skills and techniques to apply in their current work environments.
- The Zoning Enforcement Officer completed the Lean Six Sigma Yellow Belt Training Program.
- Both Zoning Inspectors completed the coursework required to obtain Certified Zoning Enforcement Technician (CZET) designation from the Connecticut Association of Zoning Enforcement Officials (CAZEO). This certifies that they have demonstrated the requisite knowledge of state statutes, the standards and practices of the profession, along with the skills required for them to more effectively perform their job requirements.
- Continued to increase digital library for advanced access to data and make said data available through an on-line portal, including starting the project to offer every Zoning Board of Appeals application dating back to the 1920's in digital format.
- Recognized as "Team of the Year" through the Employee Recognition Program.

### **FY 18-19 Goals**

- Continue to provide excellent Customer Service.
- Continue to increase digital library for advanced access to data and make said data available through an on-line portal.
- Participate in the multi-department Customer Experience Survey and Process Improvement project, where the objective is to improve the permitting process by assessing customer experience, measure satisfaction levels, and identify areas for improvement with the two primary permitting agencies: Building Inspection Division and the Zoning Enforcement Division.

### **Table of Organization**

Included in Planning and Zoning (171)

### **Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	3	2.96
<b>FY 17-18</b>	<b>Budgeted</b>	3	2.96
<b>FY 18-19</b>	<b>Requested</b>	3	2.96

### **Comments on Proposed Personnel Changes**

None

## **PLANNING AND ZONING**

**171**

### **Mission**

The mission of the Planning and Zoning Department is to provide excellent customer service to the public while supporting the Planning and Zoning Commission in carrying out the Commission's responsibilities, as defined in Special Act #469 of the Laws of 1951, Chapter 124 of the Connecticut General Statutes and the relevant provision of the Town Charter. The Department handles zoning and subdivision applications, provides planning and zoning services to the public and works with other town departments on land use issues.

### **Primary Services Provided**

- The Planning and Zoning Commission's general responsibilities include the preparation and periodic updating (every 10 years) of a long-range Plan of Conservation and Development (POCD), which requires RTM approval. (Mandated by Town Charter and Connecticut State Statutes).
- Prepare and amend zoning regulations and regulations for the subdivision of land. (Mandated by Town Charter and Connecticut State Statutes).
- Review zoning applications, municipal improvements, and subdivision applications. (Mandated by Town Charter and Connecticut State Statutes).
- Prepare and maintain the official copy of zoning and subdivision regulations, and the official Town of Greenwich zoning map. (Mandated by Town Charter and Connecticut State Statutes).
- Department is responsible for assignment of all street addresses in the town, and coordinates this activity with the United States Postal Offices, and all Emergency Services. (Mandated by Town Ordinance on House Numbering).
- In carrying out these general responsibilities the staff to the Commission coordinates with the following agencies; the Architectural Review Committee, the Historic District Commission, the Conservation Commission, the Inland Wetland and Watercourse Agency, the Departments of Public Works, Parks and Recreation, the Health Department, Fire Department, State DEEP, and SWRPA. (Mandatory and essential).
- The Department staff provides applicants, the public, and the Commission with timely reviews and staff reports of site plan and subdivision projects, while insuring that all applications reviewed comply with both the Town's Building Zone and Subdivision Regulations, Town Charter and Code, and State Statutes, in an open and informed public review process. (Essential).
- Monitor progress with the goals and objectives of the Plan of Conservation and Development; the Department provides the public and other Town Departments with information and assistance in implementing the programs, projects, and goals of the plan, along with the Open Space Plan. (Essential).
- Develop long term neighborhood planning studies to address issues and problems identified town wide and within specific neighborhoods.
- Maintenance of Department website for Public Outreach and to inform residents on upcoming meetings, item of the agendas, proposed new regulations, and planning studies.

## **FY 17-18 Major Accomplishments**

- Continued coordination with Town Administrator, DPW, and Parks and Recreation on the implementation of the Plan of Conservation and Development (POCD), Neighborhood Plans – Village District, and POCD committee to ensure all capital projects are in the CIP.
- Testified before the Connecticut Siting Council in Docket 461a, for the proposal by Eversource to build a new substation and associated underground transmission lines intended to increase electric capacity and reliability of the electric power distribution system.
- Worked with the Public Utilities Regulatory Agency through Docket No. 17-02-49 to formalize the processes and procedures that apply to commercial mobile radio service (CMRS) and other wireless service providers that apply to the Authority for permission to construct small cell antenna facilities or other similar technology facilities on utility poles in the public rights-of-way (PROW) pursuant to the General Statutes of Connecticut (Conn. Gen. Stat.) §16-247h and §16-234. The result afforded municipalities significantly more control over the siting of this equipment.
- Made presentations before numerous community groups and organizations to keep citizens aware and engaged in the planning process.
- Hired a temporary/seasonal employee to focus solely on the management of housing units created under Section 6-99 of the Building Zone Regulations (BZR) (Elderly and affordable units), Section 6-110 of the BZR (moderate income units), and Section 8-30g of the Connecticut General Statutes (affordable).
- Engaged a consultant and started work under RFP #7288 to develop a text amendment pertaining to commercial zones to update definitions (6-5 of the Building Zone Regulations (BZR), parking requirements (6-158 BZR) and the organization of the Use Groups (6-100 BZR), which are used to codify where uses are permitted. The amendment will also codify the approval process in commercial zones to better support the business community.
- Amended the Building Zone Regulations pursuant to action items 1.30 and 1.33 of the 2009 Plan of Conservation and Development, to significantly reduce excessive manipulation of grade, commonly through the use of retaining walls. Amend how attics are counted in the gross floor area permitted.
- Worked with members of the Historic District Commission and the Greenwich Preservation Trust to revise the incentives offered in the existing regulations to further promote preservation of these assets in perpetuity.
- Worked with the Conservation Director and other applicable community groups to establish a working group on sustainability, including water conservation, leaf recycling/composting, clean energy, climate change adaptation, and local foods.
- Worked with DPW Engineering, Conservation, and Inland Wetlands to address the General Permit for the Discharge of Stormwater from Small Municipal Separate Storm Sewer Systems (MS4 General Permit), which is the product of a mandate by the U.S. Environmental Protection Agency (USEPA) as part of its Stormwater Phase II rules in 1999.
- Contracted with a consultant under RFP #6408 to meet the Planning and Zoning Commission's responsibility of preparing the update to the long-range Plan of Conservation and Development (POCD), which ultimately requires RTM approval. This process is mandated by Town Charter and Connecticut State Statutes to occur every 10 years. The last POCD was approved by the RTM in 2009.

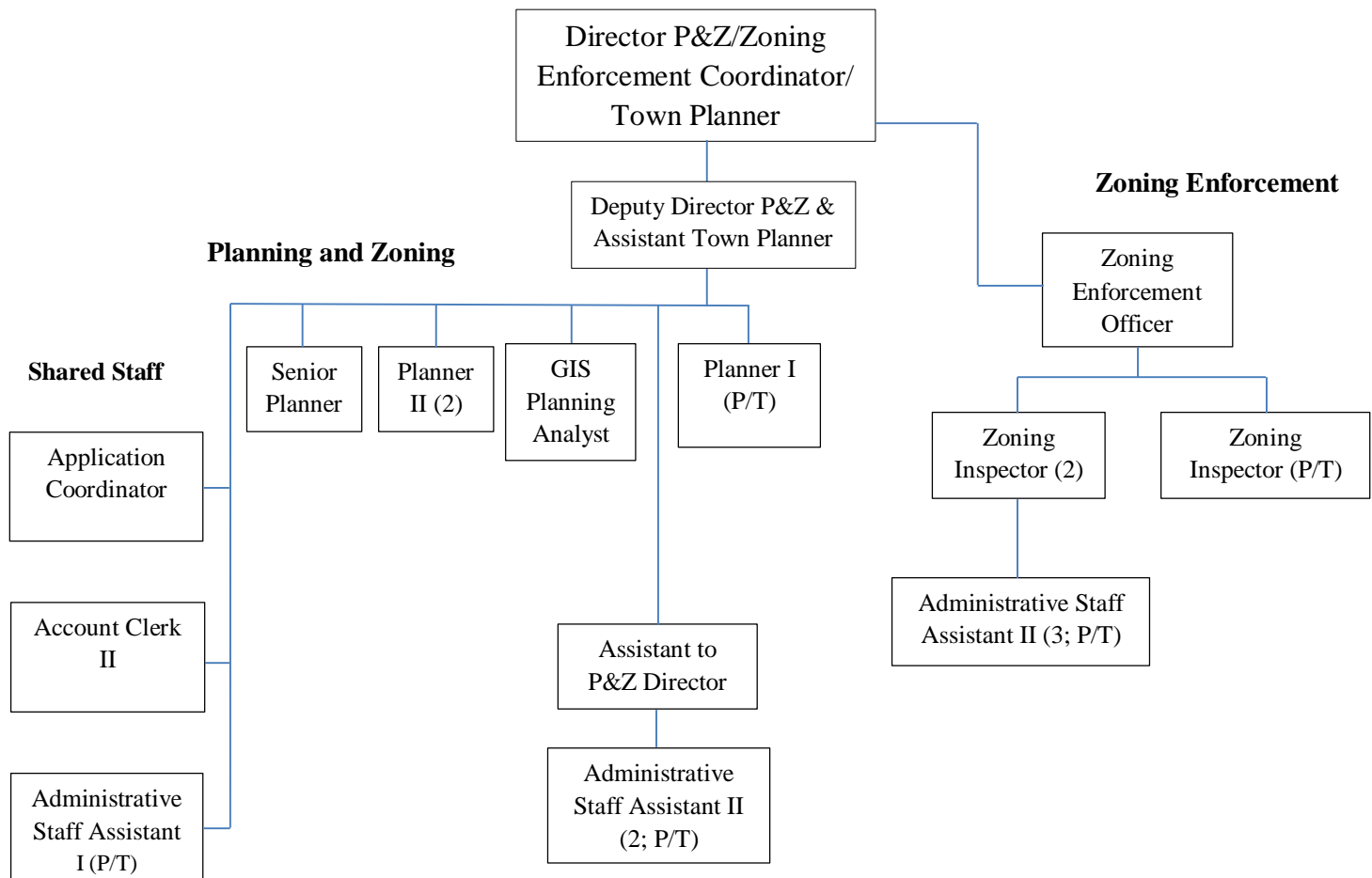


- Continued digitization and scanning of all back files and incoming applications through OnBase. Worked with IT to create portal through the new Town website to provide access to the data.
- Placed emphasis on technology (in coordination with IT) to increase efficiency:
  - Created a streamlined scanning process complete with metadata and a digital dissemination policy for the public in compliance with FOI laws. This is a tremendous service to the public as digital information is regularly requested.
  - Continued work with Imagesoft, consultant to provide access to a digital library that the public can access via the web for critical documents, such as Meeting Minutes, Staff Reports, Decision Letters, and Meeting Transcripts.
  - Started the planning phase for a web based alert system to the public for when new documents are received for a specific application. This ideal system is modeled after the Connecticut Court system.
  - Purchased iPads for all Commission members and several Zoning Board of Appeals members so that they can start functioning in a digital environment for plan review, which will in turn reduce Town storage and processing costs and will be a significant cost saving to the applicant.
- Examined and improved use of available resources (equipment, staff time):
  - Better coordinated staff time on scanners, and increased number of scanning stations. Prioritized how scanning is done, by whom, and when.
  - Shared staff between the two divisions (P&Z and ZE) to best use the space and staff time available to the department as a whole.
  - Ensured through the new process that the scanner was at full functionality (realized the need for and obtained a second Kodak scanner).
  - Created two new work stations; one in Zoning Enforcement and the other in P&Z to increase flexibility of staff and create better work environments. Relied less on the floating staff system, which helped streamline how the staff interacts with the public.
  - Through the use of graduate level interns and seasonal employees, closed the gap on two holes in our system: a) the digital library; and b) the management of affordable and moderate income housing, particularly the annual certification process.
  - Installed a small Xerox machine closer to the back offices instead of in the distant shared room that is only accessed by traveling through public space. The time saved in transit added up and it was less expensive for the department to add a machine and upgrade the others in Land Use as a whole.
- Recognized as “Team of the Year” through the Employee Recognition Program.
- The Senior Planner and the Assistant to the Director of Planning and Zoning were chosen to participate in and graduated from the Advanced Training Program, titled “The Leadership Institute”. The training included ten required workshops, as well as outside-the-classroom experiences that include guest speakers, panels, and one-on-one coaching opportunities. The training is designed to assist supervisors with a balance of practical management skills and techniques to apply in their current work environments.
- The Planner II completed the Lean Six Sigma Yellow Belt Training Program.

## **FY 18-19 Goals**

- Engage the public to the greatest extent possible in the update to the Plan of Conservation and Development.
- Work with IT to move our digital library to the new website, while adding dynamic functionality for meeting management and information.
- Continue to create efficiencies in our processes, focusing on how applications are submitted and realizing any cost savings that could be passed on to them (e.g., number of plans submitted).
- Present complete re-write of Sign Regulations to the Planning and Zoning Commission.
- Examine the relationship between and submission requirements for the Preliminary and Final applications.
- Participate in the multi-department Customer Experience Survey and Process Improvement project, where the objective is to improve the permitting process by assessing customer experience, measure satisfaction levels, and identify areas for improvement with the two primary permitting agencies: Building Inspection Division and the Zoning Enforcement Division.

## **Table of Organization**



**Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	7	2.49
<b>FY 17-18</b>	<b>Budgeted</b>	7	2.49
<b>FY 18-19</b>	<b>Requested</b>	7	2.49

**Comments on Proposed Personnel Changes**

None

## **CONSERVATION COMMISSION**

### **172 (includes 174 Land Use Administration)**

#### **Mission**

As defined in state statute, the Conservation Commission is an official body of the Town of Greenwich that has as its purpose “the development, conservation, supervision and regulation of natural resources, including water resources within its territorial limits.” Accordingly, the Conservation Commission must keep an index of all open areas, publicly or privately owned and conduct research into the utilization of and possible utilization of land areas within the municipality. It may inventory natural resources and formulate watershed management and drought management plans. In addition, the Commission and staff serve in an advisory capacity to all Town departments on natural and cultural resource issues.

#### **Primary Services Provided**

The Conservation Commission is an advisory board set up under State Statute and local ordinance to assist the town with planning and management of its natural and cultural resources. As charged, the Commission provides technical assistance and guidance to the First Selectman and all other boards and agencies of the Town as needed and serves as a liaison to the Connecticut Department of Energy and Environmental Protection. Primary services include:

- **Drinking Water Supply Protection/Drought Response** – both surface and groundwater.
  - Lead staff on water supply team and liaison to water company
  - Continual monitoring of water supply for early signs of drought
  - Coordinates Town response during water supply emergencies
  - Lead department on source water protection and water conservation outreach
- **Open space protection and management** – lead department on both public and private lands – mandated by state statute.
  - Keeps inventory of open space both public and private
  - Sets open space goals for the town on public and private lands
  - Makes recommendations on use of town-owned open space and on parcels for acquisition/protection
  - Serves as liaison to the Greenwich Land Trust and other groups working on open space providing resources (e.g. GIS) to accomplish common open space goals
  - Lead staff on open space special projects, including acquisition and easements
- **Watershed Planning and Management** – works to protect both the quality and quantity of water resources in Town including Long Island Sound and our public water supplies – EPA/DEEP mandate.
  - Coordinates watershed planning in key watersheds including Mianus and Byram River watersheds – serves as liaison between community groups and other town departments
  - Performs technical reviews and field inspections for E&S controls and storm water management
  - Assists with development and implementation of MS4 permit
- **Technical Assistance to Planning and Zoning** – on natural and cultural resources during site plan and subdivision reviews.

- Reviews P&Z applications for conservation concerns including, but not limited to, impact on water resources, open space, and wildlife. Promotes sustainable community goals including energy conservation, water conservation, and resiliency planning.
- Technical advisors on archaeological sites.
- Assists with the development and implementation of the Plan of Conservation and Development.
- **Wildlife and Habitat Management** – Perform wildlife surveys and provide technical information on key wildlife issues and habitat protection/restoration on both public and private lands
  - Wildlife/people conflicts – deer, coyotes, geese and black bear – provide technical support to First Selectman and all town departments.
    - i) Geese Management program implementation.
    - ii) Deer Management program implementation.
  - Wildlife Habitat program – protection and management.
    - i) Manage and operate the Mianus River Fish-way.
    - ii) Over wildlife conservation on town-owned lands.
    - iii) Coordinate with P&R on management of open space parks including critical habitats and invasive species control.
- **Community Sustainability/Resilience Planning**
  - Sustainable Greenwich Initiative – lead department.
    - i) Water Conservation Initiative.
    - ii) Clean Energy Community/Strategic Energy Planning.
    - iii) Leaf and Yard Waste Recycling Program.
  - Climate Change Adaptation.
    - i) assist with short and long term planning aimed at adaptation to changing weather patterns and sea-level rise.
    - ii) Coordinate with P&Z and other departments on long term planning for coastal resiliency and flood plain management.
  - Emergency Preparedness and Response.
    - i) Coordinate with EMOC, P&Z, and DPW on planning for emergency preparedness and response.
    - ii) Serve as part of the Town’s Emergency Operations Center Team providing technical support on tidal and stream gages, GIS mapping, etc.
    - iii) Assist EMOC with outreach and education program for community flood preparedness.
- **Cultural Resource Conservation**
  - Inventory of historical and archaeological resources on public and private properties
  - Provide support for Certified Local Government program in coordination with Historic District Commission and Planning and Zoning
  - Adaptive reuse of historic buildings – historic preservation
  - Liaison to State Archaeologist office
- **Public Outreach and Education** – link between public and Town on natural and cultural resource issues.
  - Environmental Education – coordinate educational programs with BOE and community resources on issues of concern and serve as facilitator for CT DEEP programs.
  - Coordinate Environmental Programming at Innis Arden Cottage.

- i) Liaison to community groups with mission that involves town-owned resources including: Bruce Museum, Friends of Greenwich Point, Garden Education Center, Greenwich Community Gardens, Greenwich Green and Clean, Greenwich Point Conservancy, and Greenwich Tree Conservancy.
- ii) Liaison to key community partners including but not limited to: Greenwich Land Trust, League of Women Voters, Greenwich Audubon, Mianus River Watershed Council, Garden Clubs, Calf Island Conservancy, Greenwich Historic Preservation Trust, Sound waters, and other state organizations.
- Public speaker on myriad of issues to local groups.

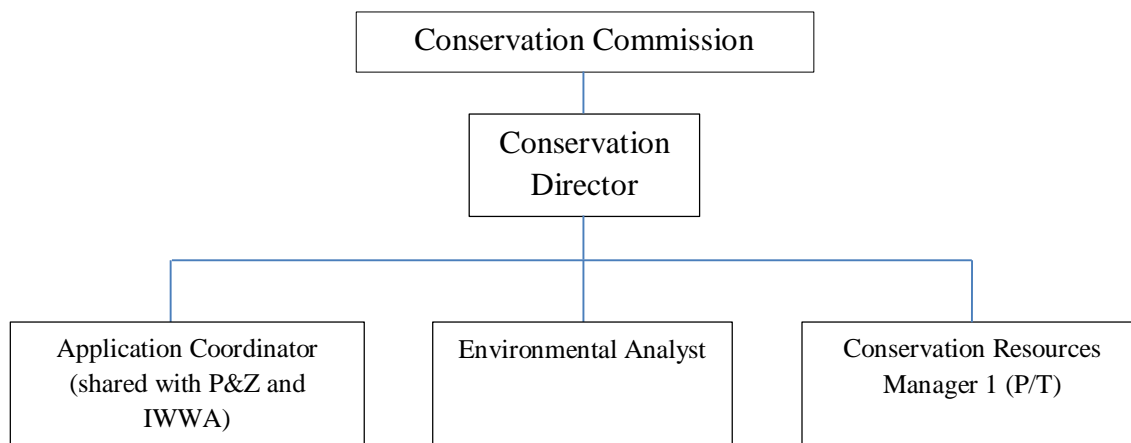
### **FY 17-18 Major Accomplishments**

- Sustainable Greenwich: establish and coordinate a workgroup to develop the framework of a public/private partnership to assist with major sustainable outreach programs including but not limited to water conservation, clean energy, and waste reduction/management.
- Byram Cemetery Protection: Conservation led Town acquisition of the abandoned Byram Cemetery. This project began last year but was delayed to work on deed and title. Now on track for acquisition this year (June 2018).
- Leaf and Yard Waste Recycling: Continued expansion of the leaf recycling program with DEEP grant and residential leave mulch and composting program. Program has also expanded to schools and cafeteria waste (June 2018).
- Home Elevation Program: Continued work on HMGP home elevation program with several homes now elevated and project completed. 2 elevations closed out, 4 completed and getting ready for closeout, 4 in various stages of implementation. (September 2019).
- Drought Emergency Response and Water Conservation Outreach: Led water supply team and coordinated with Aquarion and state agencies on algal bloom and water quality. Continued focus on extended drought coordinating with Aquarion and state agencies. Developed and implemented series of workshops on water conservation and protecting water quality (June 2018).
- Clean Energy Program: Initiated Strategic Energy Planning effort with Eversource focusing reducing peak demand through modern grid/distributed energy, including energy efficiency, alternative energy sources and fuel cells. Ramped up clean energy community program looking at both Town owned facilities and town-wide programs as part of Clean Energy Community participation. Outreach continued with the Home Energy Solutions program including hosting a third light bulb swap and expanded to include the business community starting in January 2018. (June 2018).
- BioBlitz 2018: Co-sponsored the 2018 Bio-Blitz at Greenwich Point as a kick-off for the Greenwich-UConn initiative in Sept 2017 with over 100 scientists doing a 24-hour biological survey.
- Plan of Conservation and Development: assist P&Z with development of the 2019 POCD and the inclusion of the Open Space Plan in the document. (2019).
- Water Quality in Local Embayment's: coordinate local water quality programs with various town departments, state and federal governments, and NGO (June 2018).

### **FY 18-19 Goals**

- Begin implementation of Open Space Plan and coordination with Greenwich Land Trust.
- Continue expansion expand Leaf/Yard Waste Recycling Program.
- Expand water conservation and source water protection outreach program with the goal of institutionalizing water conservation.
- Conduct study on impacts of sea level rise on Town parks and near shore waterways.
- Coordinate Town-wide Resiliency Infrastructure Assessment and Prioritization Plan.
- Coordinate Greenwich Point Resiliency Design.
- Complete Scenic Road Ordinance, as per POCD.
- Begin work on Tree Ordinance, as per POCD.

### **Table of Organization**



### **Personnel Summary**

		Number of Full Time Employees	Number of Part Time/Temp Employees
FY 16-17	Budgeted	2	.71
FY 17-18	Budgeted	2	.71
FY 18-19	Requested	3	0

### **Comments on Proposed Personnel Changes**

The Conservation Commission is again requesting that the Town change the Conservation Resource Manager I position from part-time to full-time. The Commission has been discussing this change for several years and this was presented as a need in the FY 2011 Operations Plan.

The Conservation Commission is a small department but with a large and expanding role in the delivery of town services. Specifically, the Commission's role in drinking water protection, energy conservation, watershed management, wildlife management, and emergency response/community resiliency/extreme weather adaptation has grown substantially the past 10-12 years and continues to do so. Three key focus areas need staff to ensure they are implemented. These are: 1) water

conservation, 2) clean energy plan, and 3) sea level rise and resiliency planning. This continued increase in program is reflected in the current Plan of Conservation and Development and is the reason for the creation of the Conservation Resource Manager I (previously named Conservation Assistant) position in FY2008 and the reason that this position should now become full-time. This additional staff increases the productivity and redundancy of the Conservation Commission staff needed to ensure that critical programs are not just identified and planned but carried out.

Currently 3 professional staff assigned to Conservation work as follows:

1. Conservation Director (full-time) - The Conservation Director is responsible for all programs and administration of the department. As with all small departments, the Director is directly involved in the development and implementation of all services delivered. Unlike larger departments, there is limited staff to delegate program tasks.
2. Environmental Analyst (full-time) - The Environmental Analyst is responsible, along with the Director, for providing technical assistance to Planning and Zoning. The EA reviews plans for E&S controls, storm water management, open space protection, tree protection, and other general conservation concerns. Field inspections, compliance with E&S and conservation easements are all part of this job. The EA also supports other departments with permitting issues and is a liaison between Parks and Rec and DEEP, most recently with the harbor dredge permit. The EA is also coordinating the new leaf recycling program.
3. Conservation Resource Manager I (permanent part-time) - The Conservation Resource Manager I position is responsible, along with the Director, for the non-regulatory programs and workload includes open space planning and management, coastal flood plain mapping and hazard mitigation planning, watershed protection, energy benchmarking, and wildlife/fisheries management. Provides critical backup for Director when time is directed to “emergency” projects. Examples in FY2017 include: 1) response to drought emergency and issuance of water use variances, 2) oversight of seasonal wildlife programs that are time/seasonal dependent such as operation of fish-way and goose management, and 3) outreach programs on water and energy conservation.

The Conservation Commission provides technical assistance to all Town departments on environmental issues including the Planning and Zoning Commission in its regulatory roles. It should be noted, however, that only about 25% of the Commission’s workload is involved with regulatory programs. The bulk of the Commission’s work focuses natural and cultural resource protection including critical programs like drinking water supply, emergency response to coastal and riverine flooding, and nuisance wildlife management. Over the past 10 years the Commission’s workload has become increasingly more complex. The Conservation Resource Manager I position is critical to meeting this expanded workload and to ensure it continues when the department head time is directed to unplanned events (e.g., Superstorm Sandy, drought emergency, Eversource substation proposal, critical P&Z applications such as 345 W. Putnam and 500 North Street).

Challenges for small departments that rely primarily on part-time staff positions include:

- Turnover – basically we train staff for several years and then they take a position with another municipality or the state. This is especially significant for professional staff. Since 2008 when the position was created we have had 5 staff. Average length of time in position is 2 years, however, this is somewhat skewed by one staff that stayed 4 years as



they completed their Master's degree. The last two employees stayed 11 months and 15 months respectively with the latter effective November 13, 2016.

- In addition to loss of time, it is also the timing of the resignation. Because much environmental hiring takes place just prior to peak seasons, this is often the time when we lose staff. 3 staff resigned in early spring, just prior to a critical busy season in April, May and June. This creates a major impact on the Commission and continuity of certain program.
- Restricted use of over-time – with full time staff, you may, within budgetary constraints, have a staff person work over-time to meet an increased workload for short periods. This is problematic with part-time staff because it could create a situation where a full-time position is created inadvertently.

Although a small department, the Conservation Commission has leveraged its small amount of resources bringing in both significant amount of grants and in-kind resources. It also serves as the liaison to CT DEEP, bringing in critical resources and limiting exposure to regulatory concerns. The work being done by the Conservation Resource Manager I provides for continuation of programs as many of them are very time specific relating to seasons. This allows the Conservation Director to focus on the more detailed planning such as the POCD, sea level rise, water conservation, and other high priority programs. The position also provides technical GIS support to the Director and other departments on special projects such the open space plan and coastal flood mapping. It also ensures that the programs are not dependent upon just one staff person to deliver and provides for redundancy in critical areas such as water conservation, energy efficiency, and wildlife management programming.

## INLAND WETLANDS AND WATERCOURSES AGENCY

173

### **Mission**

It is the mission of the Inland Wetlands and Watercourses Agency (IWWA) and its staff to implement Greenwich's Inland Wetlands and Watercourses Regulations in accordance with the statutory obligation delegated to the Town by the CT Department of Energy and Environmental Protection Commissioner and in a manner that is consistent with current laws and science, and is courteous, accurate, and responsive to the public, applicants, and Town departments. The Agency also serves to educate the public on the value of our wetlands and watercourses.

### **Primary Services Provided**

The Agency meets once per month, at a minimum, to review, discuss, and act on proposals requiring IWWA permits. On average, 175 applications are received and 35 Cease and Correct Orders are issued annually.

The Agency relies on technical and administrative staff to ensure these applications and orders are processed efficiently and effectively. The following represents the primary services staff provide to the Agency, applicants, public, and Town departments.

- Review and technical guidance involving proposed projects
  - Work with prospective applicants to facilitate a successful application
  - Produce application staff reports documenting detailed inspections and evaluations of proposed development, with the purpose of providing informed recommendations to the Wetlands Agency
  - Openly communicate and coordinate with regulatory departments responsible for the management and control of storm-water and erosion control measures
  - Assist neighboring residents in understanding the application process and what they can do to meaningfully participate
  - Serve approximately 2,600 “walk-ins” annually
- Support the administrative and legal requirements of the Agency
  - Ensure Agency members receive complete and timely application documents to facilitate an efficient review of proposals at their monthly meeting
  - Ensure the regulatory and Freedom of Information Act requirements of the Agency's business are met
  - Represent the Agency in the event of an appeal or other legal challenge
  - Work to create a complete record that will sustain Agency decisions
  - Maintain databases to assist with efficient response times to public inquiries
- Technical Assistance to Town Departments
  - Collaborate with Town departments to provide technical, solution oriented expertise on wetland issues

- Participate in the development of policies, strategies, and capital projects prepared by Parks and Recreation, Department of Public Works, the Health Department, Planning and Zoning, and the Law Department
- Participate in the implementation of Town management plans, as applicable
- Community Outreach
  - Participate in forums to assist with the public's understanding of wetlands and the Agency's regulations
  - Work directly with residents and consultants to minimize the effects of development on wetland resources and the larger watershed
  - Promote techniques of smart growth, sustainable development, and flood reduction within the municipality
  - Readily avail ourselves to meet with approximately 3,000 residents, business people, and contractors annually, in office or on-site to discuss wetland and watercourse related concerns and questions
  - Work with land use departments to devise customer friendly procedures for project reviews
  - Make three presentations to community groups regarding the Agency and its purpose
- Enforcement
  - Ensure the decisions of the Agency are adhered to via compliance inspections and communications with the permittee
  - Issue Notices of Violation, Cease and Correct Orders, and levy fines in response to violations of the regulations or permit conditions
  - Work with violators to understand their goals, communicate the regulations and their purpose, and assist in guiding the formation of a corrective action application
  - Represent the Agency at contested citation hearings
  - Assist the Building Department and Planning and Zoning staff with the management and control of problematic site development
  - Conduct approximately 1,200 site inspections annually for compliance, inquiries, and bond releases

### **FY 17-18 Major Accomplishments**

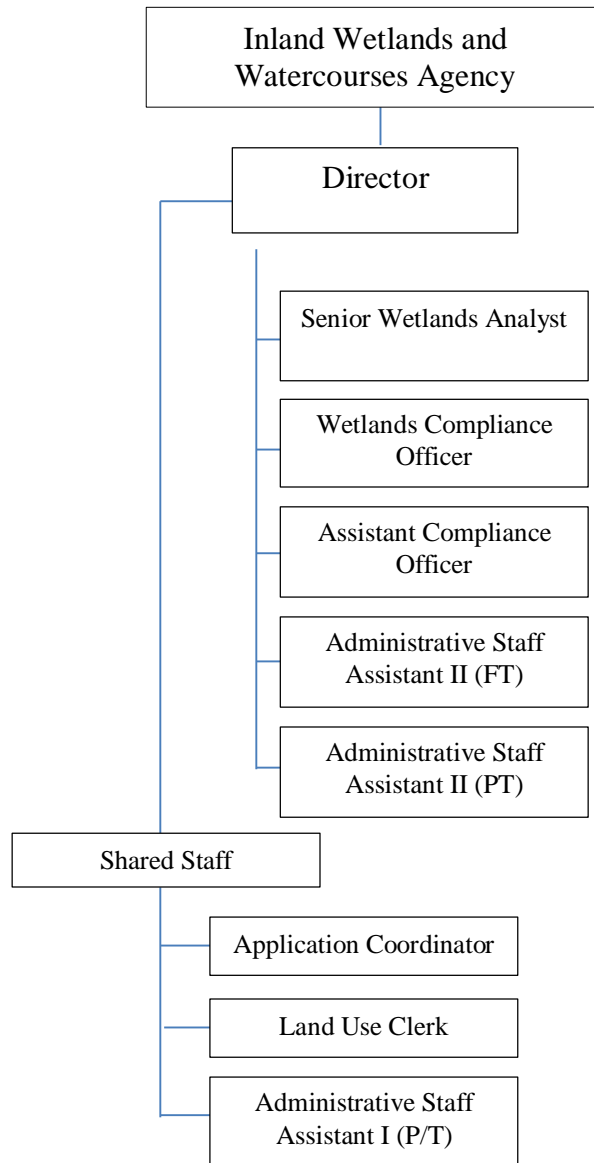
- Contacted all new homebuyers for the last year with wetlands on-site to proactively alert them to the presence of regulated wetlands on their property and offer our assistance
- Updated the wetlands GIS layer to include actual wetland boundaries (June 2018)
- Scanned application files through 2011 (May 2018), meeting the established goal and continuing to be responsive to public needs
- Supported the Greenwich High School Senior Internship Program by hosting an intern
- Hosted an intern, who established an invasive species management test plot
- Conducted Agency site inspections in preparation of each meeting
- Met goal of a minimum of 100 compliance inspections per month, on average
- Created four informational brochures pertaining to wetland and watercourse issues
- Updated webpage (ongoing)

- Commenced sending storm-water system inspection reminders
- Streamlined and increased value of chemical pond treatment reviews
- One staff member each completed the Leadership Institute and Lean Six Sigma training

### **FY 18-19 Goals**

- Conduct an average of 100 compliance inspections monthly
- Scan closed files through 2011
- Participate in at least four public information meetings
- Contact first round of applicants with storm-water system inspection requirements
- Encourage staff's attendance at relevant conferences to maintain a high level of knowledge
- Continue to evaluate procedures, forms, and practices for opportunities to better serve the community
- Continue to develop outreach programs to minimize the potential for violations
- Increase the number of Agency members attending site walks
- Expediently review approximately 175 applications received annually, targeting a one-month turn around on Agency reviewed applications and a 10-day turn around on Agent reviewed applications
- Utilize skills obtained in Town-sponsored training

## **Table of Organization**



**Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	5.0	0.93
<b>FY 17-18</b>	<b>Budgeted</b>	5.0	0.89
<b>FY 18-19</b>	<b>Requested</b>	5.0	0.89

**Comments on Proposed Personnel Changes**

None

## **COMMISSION ON AGING**

### **195**

#### **Mission**

The Commission on Aging is the designated overall planning department for older persons in Greenwich, and has been an official department of Town government since 1975. The mission of the Commission on Aging is to improve the quality of life for older Greenwich residents through planning, coordination, advocacy, education and Senior Center programming.

#### **Primary Services Provided**

As people grow older in Greenwich, they will be able to remain in town with as much independence as possible. This can be achieved with the support of Town agencies and community organizations. Older adults, and those that support them, will fully participate as partners in this process. The Commission on Aging conducts the following activities:

- Manage the Greenwich Senior Center
- Advocate on behalf of older adult residents of the Town of Greenwich
- Identify unmet needs of older adults, conduct research, and collect data
- Provide information to the community on the needs of older adults, serve as a clearing house for disseminating information, and provide public education on issues affecting their caregivers
- Provide information on and referral to programs, services, and benefits
- Convene meetings and serve as a forum for issues concerning older adults
- Provide information on funding sources for programs and encourage funding partnerships
- Act as an independent arbiter on problems or complaints affecting older adults
- Establish and maintain collaborative relationships with community, professional and governmental agencies
- Participate with Town offices and community health and human service agencies in community planning activities

#### **FY 17-18 Major Accomplishments**

- Completed construction of handicap accessible front entry ramp and 2 offices, waiting room, and art room on the ground floor level.
- Commenced renovation/relocation of ground floor restrooms.
- Conceptualized renovation plan for new Senior Center kitchen on ground floor level.
- Worked cooperatively with interior design services to ensure comprehensive and integrated aesthetic plan for all renovated spaces within the Senior Center facility.
- Purchased Total Brain Health program and secured license agreement to offer enhanced cognitive strengthening program throughout the Greenwich community. Reformatted SuperNoggin as an introductory level program to understanding the importance of brain training and overall health and wellbeing.
- Recertified 10 volunteer Health Insurance Counselors for Medicare D Open Enrollment; counseled over 525 residents in selecting a Medicare D Prescription Plan and navigating

the enrollment process. Over 150 additional individuals received counseling on Medicare Supplemental policies, Medicare Advantage Plans, the Medicare Savings Program, new to Medicare, and the core benefits of traditional Medicare. Assistance was also given to over 100 Town retirees to assist with understanding insurance options with Town migration to the Connecticut Partnership Plan. Health Insurance Counselors saved residents/clients over \$350,000 on the cost of medications and policy premiums.

- Initiated a direct mail campaign to all individuals that received Health Insurance Counseling over the past two years and sent reminder postcards regarding the Medicare D Open Enrollment period.
- Strengthened partnership with Greenwich Hospital to provide the Senior Center with quarterly educational programming on trending health topics.
- Actively participated on the Greenwich United Way Planning Council; Junior League of Greenwich Community Advisory Board, and Greenwich Hospital Advisory Board to heighten awareness of and identify gaps in aging services in Greenwich.
- Continued collaborative agreement with Alzheimer's Association of CT to have the Regional Director have office hours one full day/month at the Senior Center to provide Information & Referral; Care Management and general support to Greenwich residents.
- Entered into collaborative agreement with Liberation Programs, Inc., to offer a monthly educational program at the Senior Center and to have a clinical staff person available for office hours one additional day per month to support older adults and residents of the community.
- Successfully launched the second "Successful Aging: Health, Education and Wellness Series" and secured forty-one agency sponsors representing for-profit and non-profit organizations that provide services to older adults, their family members and care partners.
- Refined sponsorship opportunities for agencies and organizations partnering with the Commission on Aging and the "Successful Aging; Health, Education and Wellness" series.
- Continued the "Age/Dementia Friendly Greenwich" initiative. Worked directly with a second faculty member and team of graduate students from the Columbia University Consulting Workgroup. The team provided strategic and technical assistance with Phase II of the project which encompasses planning for the creation of an Advisory Board, Stakeholder Groups and Community Survey. Once complete, all elements will enable the generation of the Action Plan. The Consulting Workgroup presented research findings at a special meeting of the Commission on Aging Board which included the Board of Selectmen and the Friends of the Greenwich Senior Center Board.
- Secured AARP National Senior Advisory for Livable Communities from Washington, DC, Bill Armbruster, to present the concept of "Age Friendly Communities" at a forum hosted at the Greenwich Library Cole Auditorium.
- Drafted community survey for Age Friendly Greenwich.
- Senior Center staff completed annual update of Senior Center member information through *MySeniorCenter* database to determine active status; renew parking permits and incorporate email addresses.
- Renewed agreement with Greenwich Taxi for Share-the-Fare program.
- Continued conversations with First Selectman's Advisory Committee for People with Disabilities in Greenwich about the feasibility of expanding Share-the-Fare to residents with permanent disabilities.



- Piloted the use of Uber as a transportation option for older adults and actively participated in a regional Transportation Forum coordinated by the Southwestern CT Area Agency on Aging.
- Coordinated successful third annual Health and Wellness Expo for Older Adults incorporating continental breakfast and a healthy served meal to all participants. A focus on Brain Health yielded a special Team Trivia event and the “art of juggling” as a cognitively stimulating/brain boosting activity. Over 450 individuals attended the Expo and participated in an expanded array of Health Screenings and received Flu, Pneumonia and Shingles Immunizations, as well as valuable information from forty-one sponsor agencies and organizations.
- Hosted an immensely successful Older American’s Month community celebration with a 1930’s “Murder Mystery Dinner” at First Presbyterian Church to a capacity crowd of over 200 individuals. The Fall Distinguished Lecture Series featured “Caregiving: When the Time Comes” with veteran journalist Paula Span and the Spring Lecture highlighted Dr. Cynthia Green’s, America’s Leading Brain Expert with an educational forum entitled “Welcome to the Brain Age: 9 Things You Need to Know About Your Brain Health.” Both lectures were hosted by the Greenwich Library in the Cole Auditorium to a capacity crowd of 325 attendees.
- Coordinated annual Late Life Professional Conference entitled “Livable Communities: A Vision for The Future.” The conference was held at the Greenwich Hospital Noble Conference Room and was fully subscribed.
- Hosted largest “Dementia Friends” training opportunity for professionals at the Late Life Conference. This train-the-trainer model enabled 65 professionals to receive “Dementia Friend” certification as a pre-requisite for eligibility to register for the “Dementia Champion” designation. This is the first step in mobilizing a community toward a heightened and more enlightened view of cognitive impairment and an Age/Dementia Friendly Greenwich.
- Trained staff members of the Commission on Aging and Senior Center in “Mental Health First Aid.”
- Convened 6 educational and networking sessions of the Senior Providers Network of over 85 agencies and organizations that provide direct services to older adults.
- Convened working groups of Commission Board members to focus on multipurpose Senior Center, Transportation and Senior Tax Relief, Strategic Planning and Age Friendly Greenwich.
- Utilized the assistance of a summer intern to assist with the reformatting of the Directory of Aging and Disability Services.
- Retained the creative services of a communications consultant to create marketing materials for the “Successful Aging: Health, Education and Wellness” Series. All costs supported by sponsor organizations.
- Enhanced marketing strategy for the Commission on Aging and Senior Center through use of Constant Contact and social media; printed brochures and banners.
- Presented educational lectures to community residents on Home Safety and Fall Risk Reduction; Memory and Mental Exercises; Medicare and You; Navigating Holidays; Optimal Mental Health and Wellness and The Perils of Isolation.
- Updated Commission on Aging three-year Strategic Plan.

- Commission Director completed Lean Six Sigma Training and achieved Green Belt status; Senior Center Administrator participated in abbreviated course and achieved Yellow Belt status.

### **FY 18-19 Goals**

- Expand sponsorship opportunities for the for-profit and non-profit sector with the Commission on Aging's "Successful Aging: Health, Education and Wellness" series (June 2019).
- Conduct periodic research and schedule listening sessions to identify emerging issues affecting older adults (June 2019).
- Complete draft of Age/Dementia Friendly Greenwich community survey. Conceptualize survey format, mode of dissemination and analyzation of results (July 2018).
- Secure the Columbia University Consulting Workgroup for technical and strategic assistance on the Age/Dementia Friendly project (January 2019).
- Train staff/volunteers as facilitators of the Total Brain Health program and plan to offer classes to residents in 2018 (September 2018).
- Reformat SuperNoggin as an introductory level brain health program to foster an understanding of the importance of brain training and overall health and wellbeing (January 2019).
- Review Senior Center transportation contract with Transportation Association of Greenwich; explore transportation options (March 2019).
- Heighten awareness of existing transportation options and advocate for expansion of services to address the needs of older adults and disabled residents for after-hours/weekend services and door-through-door services not currently covered by existing programs (June 2019).
- Fully participate in Southwest Connecticut Area Agency on Aging Transportation Forum (June 2019).
- Encourage full certification training for new Health Insurance Counselors with Southwestern Connecticut Area Agency on Aging/ State of CT Commission on Aging and continue to recruit and train seasonal counselors to assist with the high volume of Medicare D Open Enrollment (June 2019).
- Expand and evolve Health and Wellness Expo annual event to better reflect changing demographics (October 2018).
- Collaborate with Parking Services Director and appropriate Town offices to expand parking availability for members of the Senior Center (June 2019).
- Coordinate annual professional Late Life Issues Conference (May 2019).
- Review effectiveness of information services delivery to service providers in the community (June 2019).
- Continue to plan and sponsor community forums on issues of interest to older adults (June 2019).
- Explore new format and the ability to standardize all entries contained within the Directory of Aging and Disability Services for Greenwich (June 2019).
- Work with local media and other community organizations such as Faith Communities, Greenwich Board of Realtors and the Chamber of Commerce to enhance their

communications with and dissemination of information to older adults; continue to host monthly radio show on WGCH on age related issues and concerns (June 2019).

- Actively work with the Senior Property Tax Relief sub-committee, including the Town Assessor, to discuss modification of the Tax Relief Ordinance and promote and educate residents about Senior Property Tax Relief Program. Monitor utilization of the program in conjunction with Tax Assessor (June 2019).
- Enhance marketing materials of the Commission on Aging and Senior Center to improve image and visibility of both divisions (June 2019).
- Further utilize Town social media (Facebook and Twitter) to enhance the dissemination of information (June 2019).
- Work with Town offices, regional bodies and the Southwestern Connecticut Area Agency on Aging (SWCAA), Planning Council of United Way, Community Advisory Board of Greenwich Hospital and Community Advisory of the Junior League of Greenwich and other agencies and organizations to coordinate Commission planning with other Town and community planning activities (June 2019).
- Provide leadership, professional education and information sharing to the Senior Provider Network (June 2019).
- Establish Program Committee for the Senior Providers Network. (September 2018)
- Advocate for resources to address the needs of the frail older adults including long term care, respite care, community based or home care services and adult day care to support “aging in place” (June 2019).
- Investigate the incidence and prevalence of elder abuse/neglect in the Greenwich Community (June 2019).
- Work closely with Liberation Programs, Inc. to provide support, counseling and education to residents about addiction and substance use and abuse (June 2019).
- Evaluate access to health care and the impact of physicians opting out of Medicare and other insurances; impact of concierge practices (June 2019).
- Manage Health Insurance Counseling program; recruit and train volunteers to provide Medicare Part D and Medicare Supplement Insurance counseling. Ensure compliance with State mandates for reporting (June 2019).
- Advocate for the development of an array of housing opportunities for older adults that are appropriate to a broad range of income, personal desire and degree of independence (June 2019).
- Strengthen the role of the Commission on Aging in coordinating Town-wide services for older adults through cooperative planning and collaborations internally and externally with Town Departments, Boards, Commissions, agencies and organizations that serve the older adults (June 2019).
- Utilize the expertise of the Commission on Aging to position the Department as the “go to” resource in the community for all issues related to aging (June 2019).
- Continue to assist older adults and caregivers with navigating the complex environment of service options (June 2019).
- Monitor Strategic Plan to ensure congruence with new and core division initiatives (June December 2018, June 2019).
- Employ Lean Six Sigma strategy to evaluating operational efficiencies (June 2019).

- Operationalize and measure “Community First” initiative with a focus on Age and Dementia Friendly Greenwich (June 2019).
- Explore brand integration of all marketing materials for Commission on Aging and Senior Center (June 2019).

### **Table of Organization**

See Senior Center (196)

### **Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	2	0
<b>FY 17-18</b>	<b>Budgeted</b>	2	0
<b>FY 18-19</b>	<b>Requested</b>	2	0

### **Comments on Proposed Personnel Changes**

None

## **SENIOR CENTER**

### **196**

#### **Mission**

The Greenwich Senior Center enhances the quality of life for Greenwich older adults. The Senior Center is a focal point of life enrichment and support programs where members can form and maintain friendships and enjoy an affordable nutritious meal. Transportation to our welcoming meeting place is also provided. In addition, the Center acts as a central hub for cooperative arrangements with community agencies and individuals who advocate on behalf of older adults.

#### **Primary Services Provided**

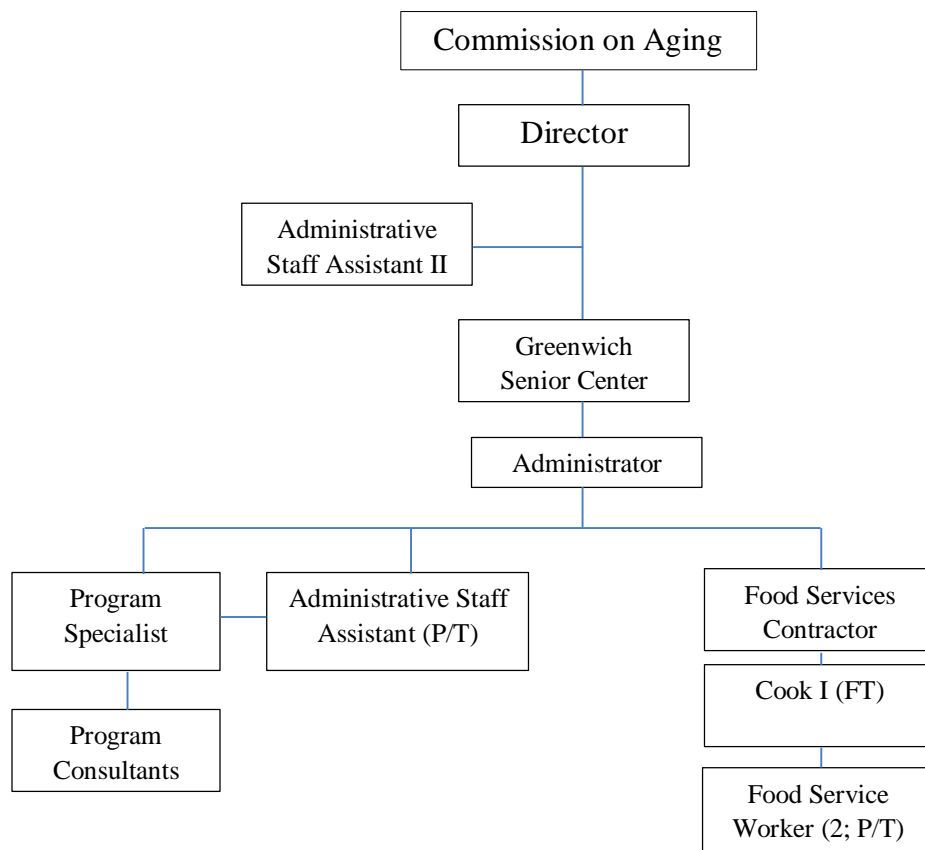
- Manage and operate the Greenwich Senior Center.
- Oversee Senior Center interior renovation and plan Senior Center programming.

#### **FY 18-19 Goals**

- Operate the Senior Center as the Town focal point for independent recreation, enrichment, volunteer and paid employment, health promotion and wellness for older adults. Plan and present a broad spectrum of programming designed to meet the needs of older adults (June 2019).
- Work directly with the Commission on Aging and Department of Public Works to continue to enhance Senior Center interior space. Develop a multi-year phased plan of enhancement (June 2019).
- Plan and develop a new Senior Center program and facility designed to address the needs of older adults through 2030; Study and refine a program design for the Senior Center of the future that incorporates a dynamic spatial plan that supports a multitude of programmatic options (June 2019).
- Develop a long term strategy to ensure viability of the Senior Center and related programs (June 2019).
- Fully operationalize second *MySeniorCenter* kiosk on ground floor level. Expand use of database for participant registration, email blasts, and robo calls. Run regular reports and apply data to decision-making (June 2019).
- Operationalize and measure “Community First” initiative with a focus on facility renovation. (June 2019)
- Review food service options to include a “grab and go” or “food-on-demand” model. Determine and evaluate current costs of the meal program including ratio of resident contribution to Town subsidy (June 2019).
- Fully utilize SmartBoard technology to enhance educational offerings to Center members (June 2019).
- Introduce new music tablature method to teaching and learning the use of chimes for non-musicians. Performance of “The Chimers” in the Greenwich Community to be scheduled (June 2019).
- Program and utilize digital sign in main lobby area (September 2018).
- Expand utilization of Town social media (Facebook and Twitter) to enhance the dissemination of information (June 2019).

- Evaluate current Technology Lounge program and identify options for innovative future programming to meet consumer desire and demand (June 2019).
- Continue to cultivate programs that attract Baby Boomers and appeal to a variety of interests and abilities. Expand programming to early evening hours (June 2019).
- Launch new “Pastries and Painting” program in newly constructed art room and continue to fully utilize newly renovated space at Senior Center (September 2018).
- Expand utilization of Constant Contact for Senior Center members and Commission on Aging initiatives (June 2019).
- Investigate the ability to accept credit card and online registration for classes and special programs (June 2019).
- Revise Strategic Plan to reflect new and core division initiatives (June 2019).
- Explore brand integration of all marketing materials (June 2019).

### **Table of Organization**



**Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	3	2.14
<b>FY 17-18</b>	<b>Budgeted</b>	3	2.14
<b>FY 18-19</b>	<b>Requested</b>	3	2.14

**Comments on Proposed Personnel Changes**

None

## **FIRE DEPARTMENT 201 – ADMINISTRATION**

### **Mission**

The primary mission of the Greenwich Fire Department is to protect the lives and property of those who live and work within the Town of Greenwich from the adverse effects of fire, accident, or exposure to dangerous conditions created either by man or nature. The department will provide a diverse range of high quality, cost effective, and progressive programs to achieve our stated goals.

### **Primary Services Provided**

- Administration/planning
- Business operations
- Management of facilities and apparatus issues
- Inter-departmental communications
- Litigation management
- Community relations
- Conflict resolution
- Community partnerships
- Recognition ceremonies

### **FY 17-18 Major Accomplishments**

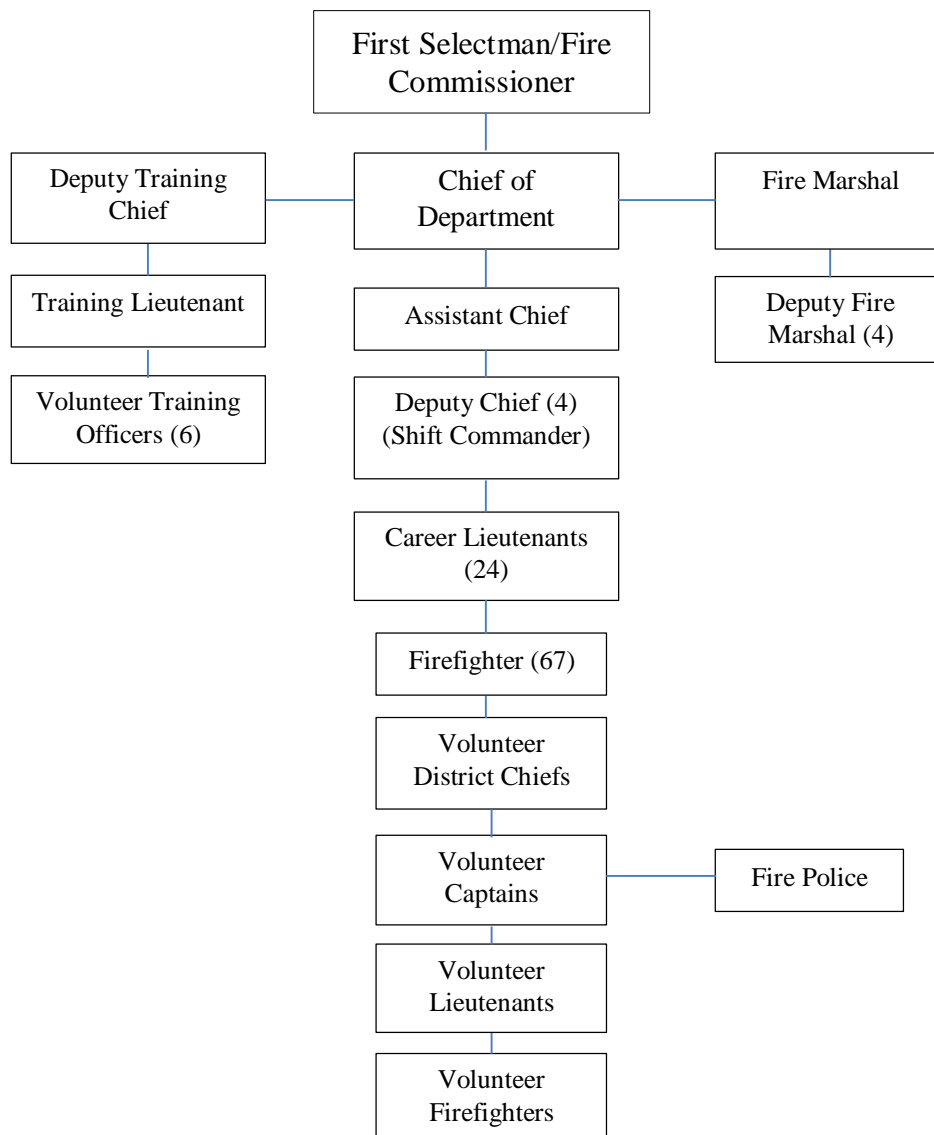
- Successfully transitioned operations into the new Central Fire Station after a 10-year hiatus. Administrative personnel have relocated from rental space and the fire suppression force has moved from temporary quarters on Horseneck Lane.
- The Greenwich Fire Department (GFD) was awarded a \$10,000 ADT Lifesaving Award for rescuing a canine from a working structure fire on September 20<sup>th</sup>, 2017.
- GFD hired five new probationary firefighters to fill vacancies created by retirements. The Department, with the support of Human Resources, continues to hire the best and brightest candidates.
- GFD has placed a new Ladder Truck into service. This vehicle responds to all significant incidents in all sections of town and is our most versatile tool behind our well trained members.
- GFD has completed the proper classification of all occupancies in our database by reviewing nearly 12,000 records. The edited list, processed from multiple Town records, eliminates duplicate entries, conflicting occupancy descriptions, and parcels that do not require Code inspections.
- All staff and Line Chief's participated in updating and revising all GFD Standard Operating Procedures (SOPs).



## **FY 18-19 Goals**

- Upgrade four existing firefighter positions to an Officer position. Our Ladder Truck is the most expensive and versatile tool in our fleet and is currently not commanded by an Officer. This is a significant deficiency and needs to be corrected.
- Continue to support Building Construction & Maintenance in an effort to secure the funding to complete the renovation of the Byram station and begin the planning process for the Sound Beach station. The renovations of these two stations will complete the Plan of Conservation and Development (POCD) for the fire station renovation plan approved by the RTM.
- Company Officer development will continue to be a priority for our staff. The senior staff are developing an Officer training program that is designed to provide all of the tools, training, and motivation for them to excel in their positions.
- If budgetary and staff levels permit, we would like to develop and deploy a citizens' fire academy at our new training center.

## **Table of Organization**



**Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	4	0
<b>FY 17-18</b>	<b>Budgeted</b>	4	0
<b>FY 18-19</b>	<b>Requested</b>	4	0

**Comments on Proposed Personnel Changes**

None

## **FIRE DEPARTMENT 202 – TRAINING**

### **Primary Services Provided**

- Provide training to all career and volunteer personnel
- Purchase, inventory, and maintain all Department personal protective equipment
- Provide Health & Safety monitoring and oversight for all personnel
- Maintain all department training records and OSHA documentation
- Respond to incidents as incident safety officer
- Provide ongoing quality control

### **FY 17-18 Major Accomplishments**

- Completion of In-House Fire Service Instructor and Fire Officer 1 Class: These classes enabled our volunteers to increase their knowledge and understanding of the operational, administrative, and public education aspects of the fire service. Class instructors included both career and volunteer personnel.
- Personal Protective Rescue Equipment & Training: Provided “Bail Out Kits” for elevated personal rescue to career and volunteer personnel. These kits allow the firefighter to “bail out” of a window or opening up to 4 stories above ground. Training included a minimum of 9 jumps per firefighter out of a window at the Training Center.
- High Frequency Training Opportunities: In the past year, the Training Division facilitated classroom or practical training 45 out of 52 weeks for both career and volunteer personnel. This high frequency of training allows the Department to train for all-hazard responses while maintaining a high level of readiness.
- The training classroom at Central Station has been completed and the new state-of-the-art facility provides an excellent atmosphere for learning.
- Increased compliance and documentation for both Occupational Safety and Health Administration (OSHA) and National Fire Protection Association (NFPA) required inspections. Certified inspections of personnel, apparatus, tools, and equipment are properly documented and may be retrieved for immediate review.

### **FY 18-19 Goals**

- Increase storage capacity at the Training Center to facilitate training frequency and quality. The ability to store additional tools and equipment at the Training Center will allow crews to return to service quickly once training is completed. This will also allow for “out-of-service” crews to quickly respond if additional resources are needed on incidents.
- Implement a dual purpose Utility Vehicle (UTV) that will simplify operations at the Training Center while also being available to respond to incidents for specialized operations. The proposed UTV will carry tools and equipment around the grounds of the Training Center. The UTV will also be designed to respond to incidents that are not easily accessible by fire apparatus and personnel. The vehicle will also have the ability to move victims in a stretcher over difficult terrain.

**Table of Organization**

Included in Fire Administration (201)

**Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	2	0
<b>FY 17-18</b>	<b>Budgeted</b>	2	0
<b>FY 18-19</b>	<b>Requested</b>	2	0

**Comments on Proposed Personnel Changes**

None

**FIRE DEPARTMENT  
204 – FIRE MARSHAL**

**Primary Services Provided**

- Public fire education
- Code enforcement
- Fire investigation
- Plan review (construction and demolition)
- Blasting permits
- Inspection of tents and portable structures
- Enforcement of regulations concerning use, storage, and transportation of hazardous materials

**FY 17-18 Major Accomplishments**

- On August 1<sup>st</sup> 2017, the Fire Marshal retired. A successor will be appointed in FY17-18.
- The new and expanded public education program was delivered to approximately 1,400 schoolchildren this year in kindergarten and 1<sup>st</sup> grade.
- Completed plans for 2 new dry hydrants in back country.

**FY 18-19 Goals**

- Expansion of public education program to include all private schools.
- Develop a public education partnership with our seniors. Our seniors are a valuable resource for our members to learn how we can better serve this segment of our customers.
- Work with the community to identify additional sites for cistern and dry hydrant installation.
- 100% inspection rate of all buildings, with the exception of one and two family dwellings, according to State of Connecticut schedule.

**Table of Organization**

Included in Fire Administration (201)

**Personnel Summary**

		Number of Full Time Employees	Number of Part Time/Temp Employees
FY 16-17	Budgeted	5	0.41
FY 17-18	Budgeted	5	0
FY 18-19	Requested	5	0

**Comments on Proposed Personnel Changes**

None

**FIRE DEPARTMENT  
205 – FIREFIGHTING FORCE**

**Primary Services Provided**

- Protection of citizens, property, and environment
- Fire rescue, suppression, and prevention
- Technical rescue services, cold water, trench collapse, confined space, elevator and motor vehicle accidents
- Hazardous materials response emergencies
- All hazards response

**FY 17-18 Major Accomplishments**

- Redeployed line firefighters into three-person fire companies, eliminating the two person companies.
- Responded to 4,213 calls for service as follows:
  - Fires - 138
  - Rescue & EMS - 677
  - Hazardous condition (no fire) - 497
  - Service calls - 639
  - Good intent calls - 263
  - Alarms - 1,929
  - Car seat installations - 241
  - Number of simultaneous incidents – 1,079

**FY 18-19 Goals**

- Develop a department vision and expectations guide. With a common vision and stated expectations, our members will continue to excel at delivering high quality, compassionate service to those people we protect.
- Further develop our volunteer members to provide specialized support services for our Department. This requires less personnel and delivers pointed service, which they can be successful in delivering. Outcomes will be a more rewarding experience for our volunteer personnel.
- As the needs for our medical services increase, we will work towards securing our supplemental first responder status with the State of CT.

**Table of Organization**

Included in Fire Administration (201)

## **Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	95	0
<b>FY 17-18</b>	<b>Budgeted</b>	95	0
<b>FY 18-19</b>	<b>Requested</b>	95	0

## **Comments on Proposed Personnel Changes**

**Upgrade 4 positions to the rank of Captain** - Unquestionably the most complex, expensive and versatile piece of apparatus, Tower 1, is staffed 24/7/365 by career GFD personnel. Many critical decisions go into the operation of this aerial device, especially at times of emergency. Providing supervision to the existing crew will reduce the likelihood of miscalculation and ensure this critical piece of apparatus is correctly utilized.

The Captain will be responsible for critical tasks on and off the fireground. Supervising crews during emergencies, the Captain will be accountable for mission critical assignments, including forcible entry, roof ventilation, and lifesaving search and rescue. Although firefighters currently complete these tasks, there is a lack of supervision that can lead to unwanted outcomes, based upon a lack of defined leadership.

When not engaged in actual firefighting, the Captain will be responsible for certain administrative functions, either currently being accomplished by the Deputy Chief, or not at all. These administrative tasks will streamline operations and allow for a more efficient use of the Deputy Chiefs' time. These tasks will include shift staffing and maintenance coordination for apparatus, buildings and equipment.

Perhaps most importantly, the Captain will fill the position of the Deputy Chief in his/her absence. This will allow for a smooth transition of authority and reduce associated overtime costs.

## **FIRE DEPARTMENT 208 – VOLUNTEERS**

### **Primary Services Provided**

- Volunteer recruitment and retention
- Assist with volunteer benefits management
- Conduct intake, background checks, and exit interviews with volunteer members
- Liaison between volunteer firefighters and fire administration

### **FY 17-18 Major Accomplishments**

- Held the Volunteer Recognition Dinner Ceremony.
- Increased Fire Department visibility with new updated press release contacts to advertise the Department's efforts to recruitment new volunteers.
- 12 new certified volunteer firefighters elevated for Firefighter I throughout the various Fire Companies.
- 10 current volunteer firefighters will be elevated to Fire Officer certification, which is a part of volunteer Fire Officer succession planning for the future.
- Continue outreach for recruitment at the schools and community events.
- The Division has utilized the CT Fire Chiefs' Association Grant to assist in focused-demographic recruiting of new volunteer firefighters.
- The Volunteer Incentive Committee recruitment and retention Cafeteria Incentive Plan has been completed.

### **FY 18-19 Goals**

- Convene the Annual Volunteer Recognition Dinner Ceremony.
- Continuously work with the Training Division and the various neighboring fire departments to find firefighting certification courses for the volunteer firefighting force.
- Recruit 20-25 new volunteers and certify as Firefighter I.
- Implement a new Cafeteria Volunteer Incentive Plan.
- Work with media on promoting our services to recruit more volunteer members.
- Increase visibility to with private schools for the purposes of recruitment for the Explorer program and regular department.

### **Table of Organization**

Included in Fire Administration (201)



**Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	1	0
<b>FY 17-18</b>	<b>Budgeted</b>	1	0
<b>FY 18-19</b>	<b>Requested</b>	1	0

**Comments on Proposed Personnel Changes**

None

**POLICE DEPARTMENT  
211 – OPERATIONS  
212 – DISPATCH  
213 – GENERAL SERVICES  
216 – CRIMINAL INVESTIGATION  
217 – UNIFORMED PATROL**

**Mission**

The Greenwich Police Department, acting without fear or favor, will strive to provide superior law enforcement and public services in cooperation with its community. The Department will actively promote an environment that encourages independent judgment and allows its employees to attain the highest levels of professional achievement.

**Primary Services Provided**

- Patrol Operations
- Criminal Investigations
- Emergency Medical First Responder Services
- Public Safety (911) Dispatch Operations
- Special Victims Section (Youth Services/Juvenile Law Enforcement)
- Law Enforcement Training
- Traffic Collision Investigation
- Marine Patrol and Rescue Operations
- Municipal Radio Communications System
- Public Records Management
- Administration and Management
- Strategic Traffic Enforcement Program (STEP)
- Police Canine Operations
- Combined Public Safety I.T. Systems
- Neighborhood Policing
- School Resource Services
- Animal Control Operations
- Internal Affairs
- Property and Evidence Control
- Greenwich Avenue Traffic Direction

**FY 17-18 Major Accomplishments**

- Hire to Full Available Staff – Manage Succession Planning
  - The Police Department will endeavor to partner with other municipal law enforcement agencies and the State Police (POST – C) Recruit Academy in order to place new employees into recruit training academy seats as they become available. Being fully staffed will make the Department more resilient and make us better prepared for both emergencies and employee succession. Full manning of the

Department will also reduce overtime costs. State mandates for police officer training require over ten months of training before an officer can independently function as a police officer. The department has partnered with Roger Williams University to provide middle-management training onsite for our Lieutenants and Sergeants.

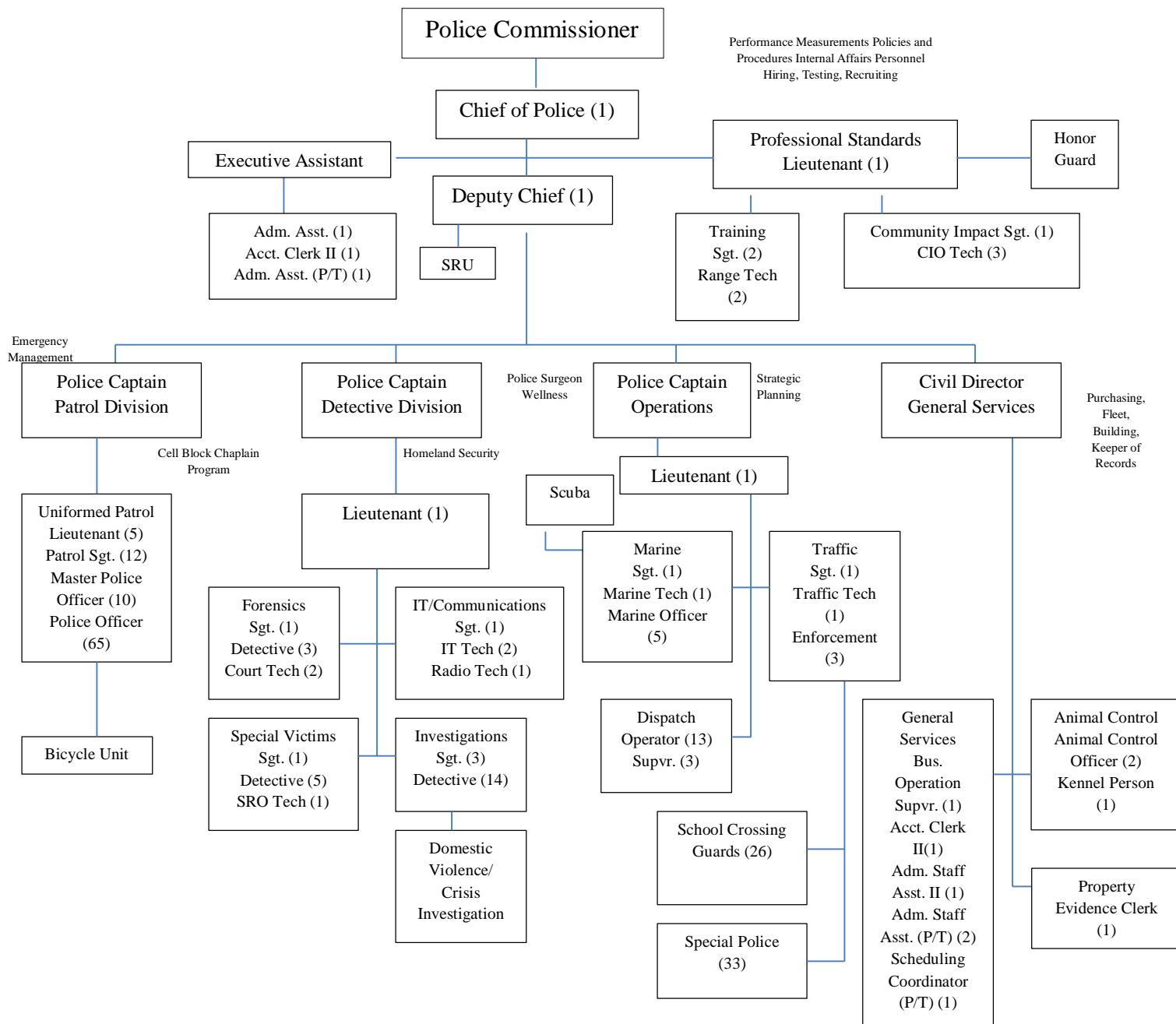
- Expansion of the SRO Program and related Youth Initiatives
  - The Greenwich Police Department will continue our successful collaboration with the Greenwich Public Schools as manifest in our highly successful School Resource Officer (SRO) and School Officer Liaison programs. We will work cooperatively in an effort to add a second SRO to provide coverage to Greenwich's three public Middle Schools on a shared-time basis. We will leverage any training or grant opportunities to continue to enhance our School Safety programs. We will reinstate a youth Citizen Police Academy program this summer as well as increase our support of our Police Explorer program. We will also continue to provide leadership to the Juvenile Review Board (JRB) as a method to prevent recidivism among youth who may commit minor crimes as part of a restorative justice program.
- Continue POSTC Accreditation Process
  - The Department intends to initiate the process to collaborate with the Connecticut Police Officers Standards Council (POSTC) to become an accredited law enforcement agency. We are pursuing this distinction in order to assure that we are delivering excellence in police services. Accreditation will strengthen the agency's accountability, both within the agency and the community, through a continuum of standards that clearly define authority, performance, and responsibilities. Accreditation will also reduce the Department's exposure to civil liability.

### **FY 18-19 Goals**

- Manage Succession Planning and Hire to Full Available Staff
  - The Police Department will endeavor to partner with other municipal law enforcement agencies and the State Police (POSTC) Recruit Academy in order to place new employees into recruit training academy seats as they become available. Being fully staffed will make the Department more resilient and make us better prepared for both emergencies and employee succession. Full manning of the Department will also reduce overtime costs. State mandates for police officer training require over ten months of training before an officer can independently function as a police officer. The department has partnered with Roger Williams University (RWU) to provide middle-management training onsite for our Lieutenants and Sergeants. We will use the RWU programs and other police oriented leadership programs to prepare the future leaders of the department to assume positions of greater responsibility.
- POSTC and CALEA Accreditation Process
  - The Department intends to complete to become a state accredited law enforcement agency. We are pursuing this distinction in order to assure that we are delivering excellence in police services. Accreditation will strengthen the agency's accountability, both within the agency and the community, through a continuum of standards that clearly define authority, performance, and responsibilities.

Accreditation will also reduce the Department's exposure to civil liability. Once the department has completed the state accreditation process we will endeavor to become a Commission on Accreditation for Law Enforcement Agency(CALEA) accredited department. This accreditation process will also encompass the Emergency communications center.

### Table of Organization



## **Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	183	6.02
<b>FY 17-18</b>	<b>Budgeted</b>	182	6.02
<b>FY 18-19</b>	<b>Requested</b>	182	6.02

## **Comments on Proposed Personnel Changes**

Recent years have seen the entire Connecticut law enforcement community plagued by difficulty in recruiting, training and retaining entry-level police employees. Greenwich has not been immune from this trend. One of the more difficult hurdles faced by every Connecticut Police Chief has been a lack of available seats in the State's Police Academy. Obtaining police officer certification is required for all members of law enforcement in Connecticut and the State's Police Academy cannot offer enough seats to meet demand for new hires. Locally, this has resulted in a hiring backlog, unfilled positions and resultant increased overtime costs as we simply do not have adequate personnel on-hand to complete all regular assignments without requiring additional work from existing employees.

Initial training for police recruits exceeds ten months, the first six of which are spent in a Police Recruit Academy and the following four in a state-mandated structured Field Training Officer program and other local training. From their date of hire, a new police recruit must spend nearly one year training before he or she can produce any independent work product for the organization. Many Connecticut law enforcement agencies currently find themselves with a shortage of trained personnel and competition for seats in the Connecticut Recruit Police Academy is fierce.

The Connecticut Recruit Police Academy in Meriden, CT is operated by Connecticut's Police Officer Standards and Training Council (POST-C). The Academy provides training for three (3) recruit academy classes simultaneously staggered at two month intervals. While we apply for seats in virtually every POST-C Academy class, we are frequently denied due to lack of availability. We have attempted to mitigate this difficulty by partnering with local jurisdictions that operate their own regional recruit academies; however, access to regional academy seats is often just as competitive and impacted by the posting agency's budgetary constraints.

Coupled with recruiting, hiring and training obstacles, there is an additional difficulty faced by the Greenwich Police Department surrounding the length of service of current sworn personnel. By the end of the FY 16-17 period, fourteen (14) sworn employees will have sufficient years of service to retire at the maximum pension benefit. Another twenty-five (25) will reach or exceed the twenty-year minimum required for a service retirement. In total, nearly one-third of all sworn personnel will be eligible to leave employment. Accordingly, aggressive succession planning is required by all levels of the organization.

The existing openings and the potential for significant retirements of qualified current employees, coupled with our inability to fill them with any measure of alacrity due to the length of the training required and the lack of seats available in the Connecticut Police Recruit Academy puts the Department in a poor position. In an effort to address these difficulties, as a part of last year's municipal budget approval process, the Department received permission to hire up to six (6) law enforcement recruit employees so that we can maintain a readiness to fill recruit academy seats when they become available and reduce the need for overtime expenditures due to personnel shortages. Any such filled recruit positions (over the normally authorized sworn strength) would not result in an increase in total budgeted salary expenditures but will maintain the Department's ability to remain flexible and as completely staffed as possible. Any potential costs can be absorbed within the proposed operating budget.

Due to the need for greater accountability and changes in the contractual requirements for the hiring of off-duty police officers, the Department hired a police scheduling coordinator in September of 2015. This position handles the assignment of officers to off-duty jobs and invoices the customers for this service. An administrative fee is charged to each assignment to help defray costs for Worker's Compensation insurance and will more than cover the cost associated with this position. For FY 16-17 the revenue received from this initiative was \$344,804.

**DEPARTMENT OF PUBLIC WORKS  
ADMINISTRATION DIVISION - 301**

**Mission**

To efficiently and effectively maintain and improve Town infrastructure, including roads, buildings, storm drains, and sewers, while insuring public safety and protecting the environment.

**Primary Services Provided**

Leadership and support to all DPW Divisions to achieve DPW's mission.

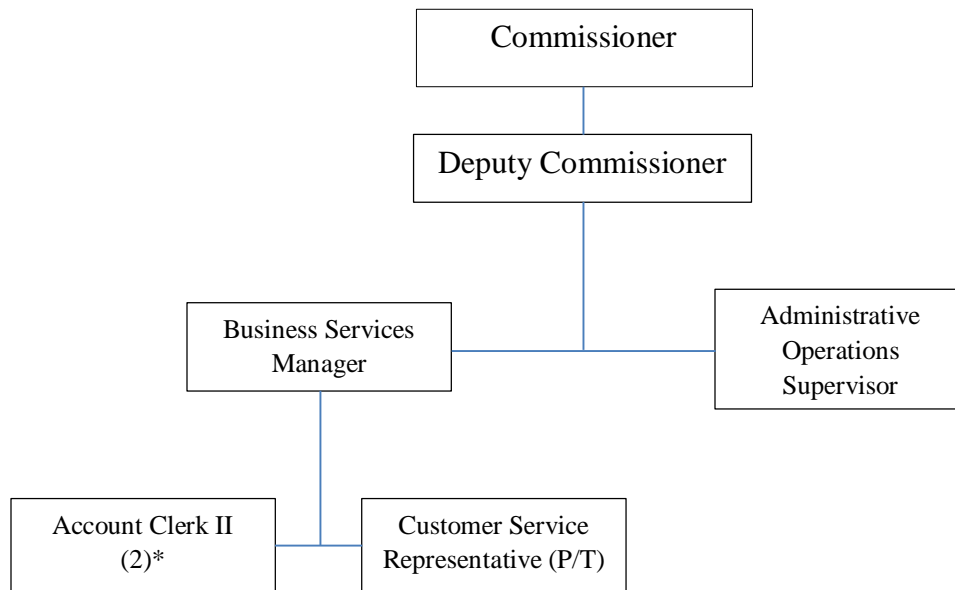
**FY 17-18 Major Accomplishments**

- Ongoing capital plan development and execution.
- Ongoing regulatory compliance across multiple Divisions.
- Ongoing efforts to support the Town's customer service initiative.
- Ongoing efforts to improve and expand on use of various IT programs, including the electronic document management system (EDMS – OnBase), asset management (Lucity), and others to support operations and improve operations effectiveness.
- Ongoing work to expand and improve the Department's safety program.

**FY 18-19 Goals**

- Ongoing work to continue all the tasks above, supporting all DPW operations.
- Ongoing work to identify and implement service improvements and efficiency, in collaboration with all Divisions in DPW.

**Table of Organization**



\*One account clerk is budgeted under Department 361

### **Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	5	1.04
<b>FY 17-18</b>	<b>Budgeted</b>	5	1.04
<b>FY 18-19</b>	<b>Requested</b>	5	1.04

### **Comments on Proposed Personnel Changes**

The position of permanent part-time Account Clerk II was replaced with a permanent part-time Customer Service Representative.



**DEPARTMENT OF PUBLIC WORKS  
ENGINEERING DIVISION - 302**

**Mission**

To implement a capital improvement program designed to maintain the Town's investment in its roadway infrastructure – roads, drains, bridges, and related structures as well as serving as the Town's engineer for a wide array of civil engineering needs that may arise.

**Primary Services Provided**

- Design and manage capital improvement projects for Town infrastructure (e.g. sidewalks, bridges, storm drain improvements/traffic control measures, etc.).
- Manage the Town's 75 bridges program.
- Manage Phase 2 Stormwater Program and coordinate with Highway on storm-water projects.
- Provide technical assistance to other DPW Divisions and other Town departments in relation to capital improvement projects.
- Provide timely review of development applications and technical support to the Planning and Zoning Commission and Inlands Wetlands and Watercourses Agency.
- Implement Federal and State standards for traffic control.
- Provide emergency response support as needed.

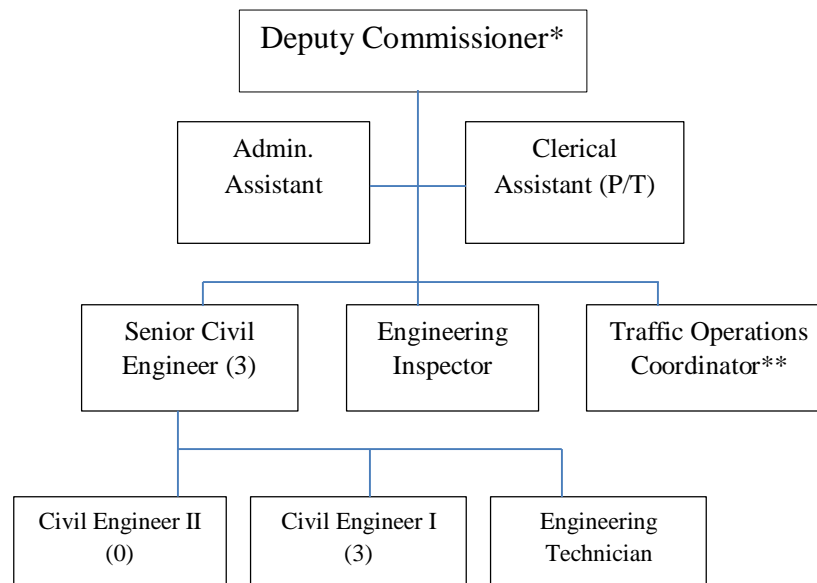
**FY 17-18 Major Accomplishments**

- Continued work on various stormwater network improvement projects, including Church Street/Route 1 construction (to be completed Spring 2018), Sound Beach/Arcadia/Park/Highview construction, Byram River Feasibility Study in conjunction with the Army Corps of Engineers, Strickland Brook – Cos Cob design, and others.
- Complete the construction for the dredging of Binney Park Pond and final landscaping in Spring 2018.
- Continued coordination efforts with CT Department of Transportation for the Old Greenwich Train Station project.
- Continued work on bridge projects at multiple locations, both design and construction, including Dingleton Road, Oneida Drive, Sound Beach Avenue, Round Hill Road, Bailiwick Road, Sunshine Avenue, Davis Avenue, and others.
- Commence construction on the Lake Avenue and Lower Cross Road intersection improvements project.
- Continued work on traffic projects including adaptive signal control in the Exit 3/Arch Street corridor and the Glenville Road/Riversville Road corridor.
- Completed the School Zone Signage project which included the installation of a total of 50 flashing speed zone signs.
- Continued design and construction work on pedestrian and traffic improvement projects including ADA sidewalk inventory, Pemberwick Road Sidewalk, and the Greenwich Avenue Paving and Streetscape project.

## **FY 18-19 Goals**

- Continue to implement the numerous capital projects under Engineering's management, including the bridge program, infrastructure improvements, and stormwater system improvements.
- Continue to support Land Use agencies via Engineering's review process and implementation/maintenance of Town standards for drainage, roads, and other DPW managed infrastructure.
- Continue to review "Master Plans" pertaining to sidewalk, bicycles, stormwater, and other Town infrastructure/neighborhoods to revisit feasibility, refresh recommendations, and evaluate priorities. DPW periodically updates these plans and incorporates the results into its capital plan.
- Implement the capital program, including bridges, stormwater, sidewalk and traffic projects.
- Continue work to comply with the State's General Permit for the Discharge of Stormwater from Small Municipal Separate Storm Sewer Systems (MS4 Stormwater Permit). The new MS4 stormwater permit is effective July 2017, and will result in the need to expand the Town's compliance efforts. Significant work is required ahead of the effective date. The new regulations are extensive and will require significant coordination with DPW Divisions, Parks and Recreation, Land Use Agencies, and the Board of Education.

## **Table of Organization**



\*Position budgeted under Department 301

\*\*Position budgeted under Department 318

**Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	10	0.76
<b>FY 17-18</b>	<b>Budgeted</b>	9	0.76
<b>FY 18-19</b>	<b>Requested</b>	9	0.76

**Comments on Proposed Personnel Changes**

None

**DEPARTMENT OF PUBLIC WORKS  
HIGHWAY and HIGHWAY TRAFFIC OPERATIONS DIVISIONS – 312 & 318**

**Mission**

The Department of Public Works – Highway Division is committed to delivery of quality products and services that ensure public safety, protect the environment when doing so and maintain and improve the Town’s roads, sidewalks, drainage and other related infrastructure.

**Primary Services Provided**

- Maintain and repair roadway infrastructure, including traffic signals, sidewalks, curbing, storm drains, bridges, signs, pavement markings, guide rails, fences, and other related items.
- Provide snow and ice control for Town roadways, parking lots, and Town owned sidewalks.
- Provide emergency response based on weather, infrastructure needs (e.g. traffic signals), and other requests.
- Maintain parking lot pavement and related infrastructure for the Board of Education.
- Manage a permit program for Street/Shoulder Opening, Excavation and Fill and Use of Right-of-Way, including inspection.
- Execute the Town’s asphalt Paving Program to maintain roads at desired condition.
- Perform roadway maintenance including mowing, leaf collection, street sweeping, litter control, and removal of illegal roadside dumping, as well as removal and disposal of roadkill.

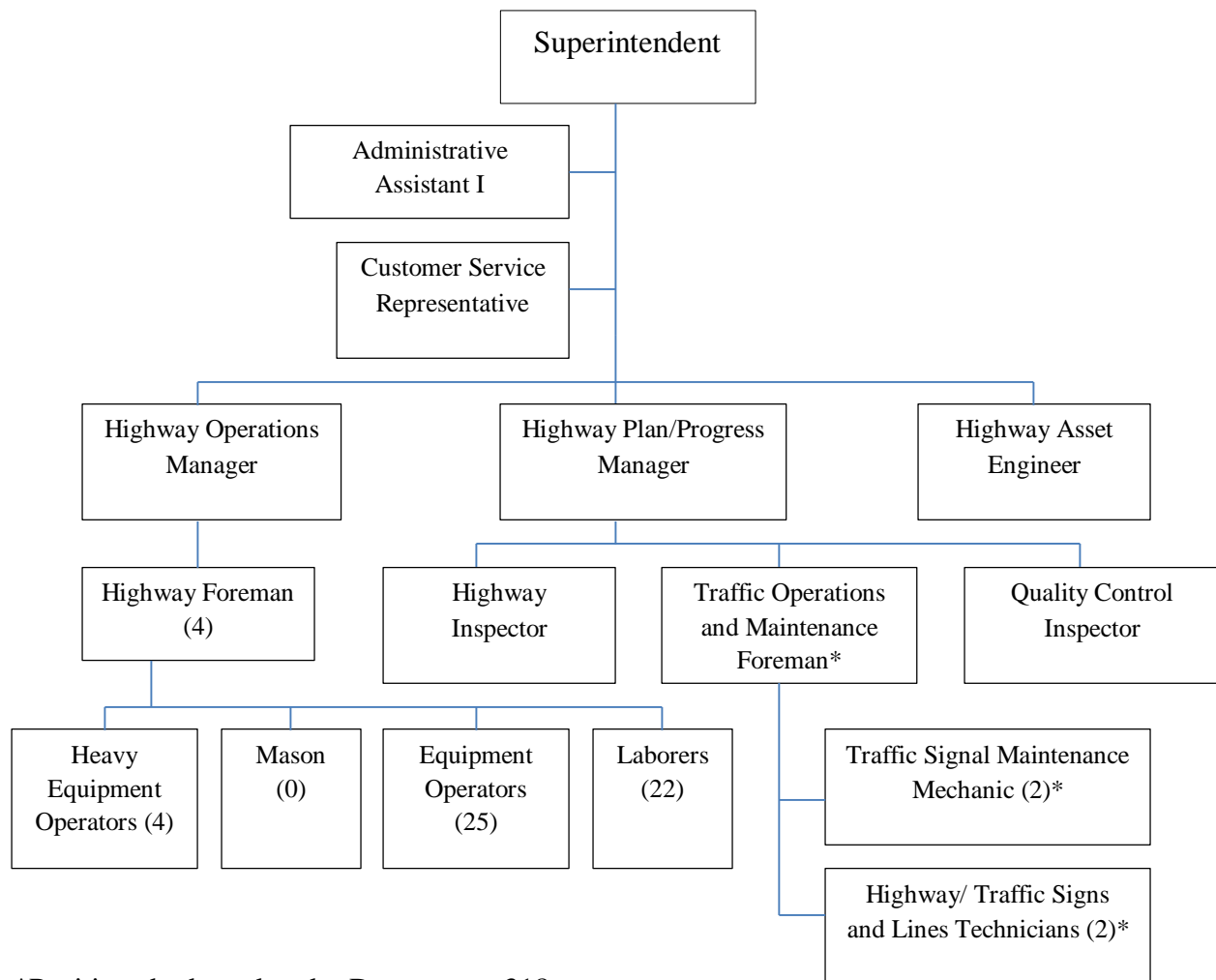
**FY 17-18 Major Accomplishments**

- Executing asphalt paving program
- Executing highway maintenance program, installing sidewalk, curbing, and handicap ramps at multiple locations
- Executing the video detection program, installing new single camera systems at multiple locations for efficient traffic signal management, conversion of traffic signals to fiber optic network
- Continuing program of leaf pickup, street sweeping, storm drain system maintenance, MS4 stormwater compliance work, etc

**FY 18-19 Goals**

- Execute and complete all ordinary and recurring services, budgetary items, and capital projects.

## Table of Organization



\*Positions budgeted under Department 318

## Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees
<b>FY 16-17</b>	<b>Budgeted</b>	68	1.82
<b>FY 17-18</b>	<b>Budgeted</b>	68	1.25
<b>FY 18-19</b>	<b>Requested</b>	68	1.25

## Comments on Proposed Personnel Changes

None

**DEPARTMENT OF PUBLIC WORKS  
WASTE DISPOSAL DIVISION - 321**

**Mission**

To manage the Town's Holly Hill Resource Recovery Facility as efficiently and effectively as possible, providing solid waste disposal and recycling programs in accordance with regulations and best practices.

**Primary Services Provided**

- Manage municipal solid waste (MSW) transportation and disposal, and mandatory recycling programs.
- Manage organic and bulky waste (construction and demolition materials) programs.
- Provide one Household Hazardous Waste Collection Day as part of a regional program.
- Maintain the facility in accordance with State regulations.
- Comply with OSHA standards and implement DPW's safety program.
- Attend training to maintain staff licenses as required by regulations.
- Provide emergency response for various scenarios/incidents, including weather.

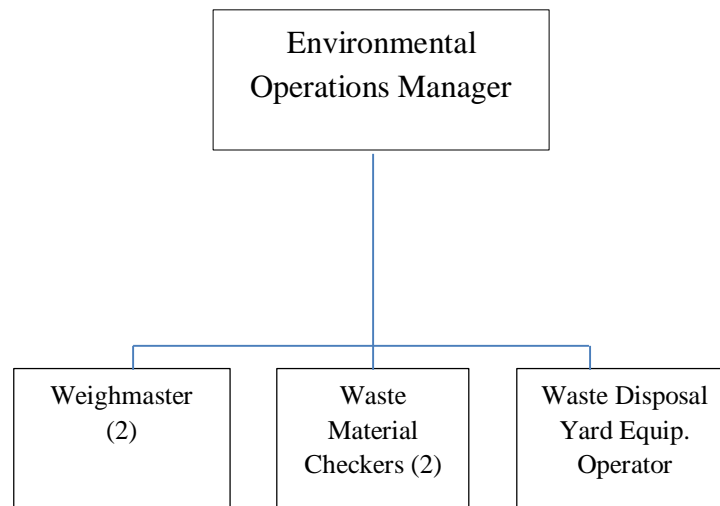
**FY 17-18 Major Accomplishments**

- Ongoing work with commercial customers to increase recycling.

**FY 18-19 Goals**

- Continue to improve storm water discharge.
- Continue efforts and opportunities to increase recycling and reduce waste.

**Table of Organization**



**Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	6	0.43
<b>FY 17-18</b>	<b>Budgeted</b>	6	0
<b>FY 18-19</b>	<b>Requested</b>	6	0

**Comments on Proposed Personnel Changes**

None

**DEPARTMENT OF PUBLIC WORKS  
BUILDING CONSTRUCTION and MAINTENANCE DIVISION - 345**

**Mission**

To execute a capital and maintenance program for Town facilities based on condition, priority, and customer needs, striving to save money, consolidate facilities where possible, and support the effective operations of various customer groups, bringing all Town buildings to an acceptable condition ranking.

**Primary Services Provided**

- Administer, plan, and execute all capital, construction, and maintenance activities for town owned buildings except marine docking facilities and Board of Education Buildings.
- Conduct lead/asbestos abatement in Town buildings/structures.
- Maintain Town facility condition index as critical support to capital and maintenance planning.
- Coordinate with Metro-North on projects maintaining the Old Greenwich, Riverside, and Cos Cob train stations.
- Provide emergency response as needed for various scenarios/incidents.

**FY 17-18 Major Accomplishments**

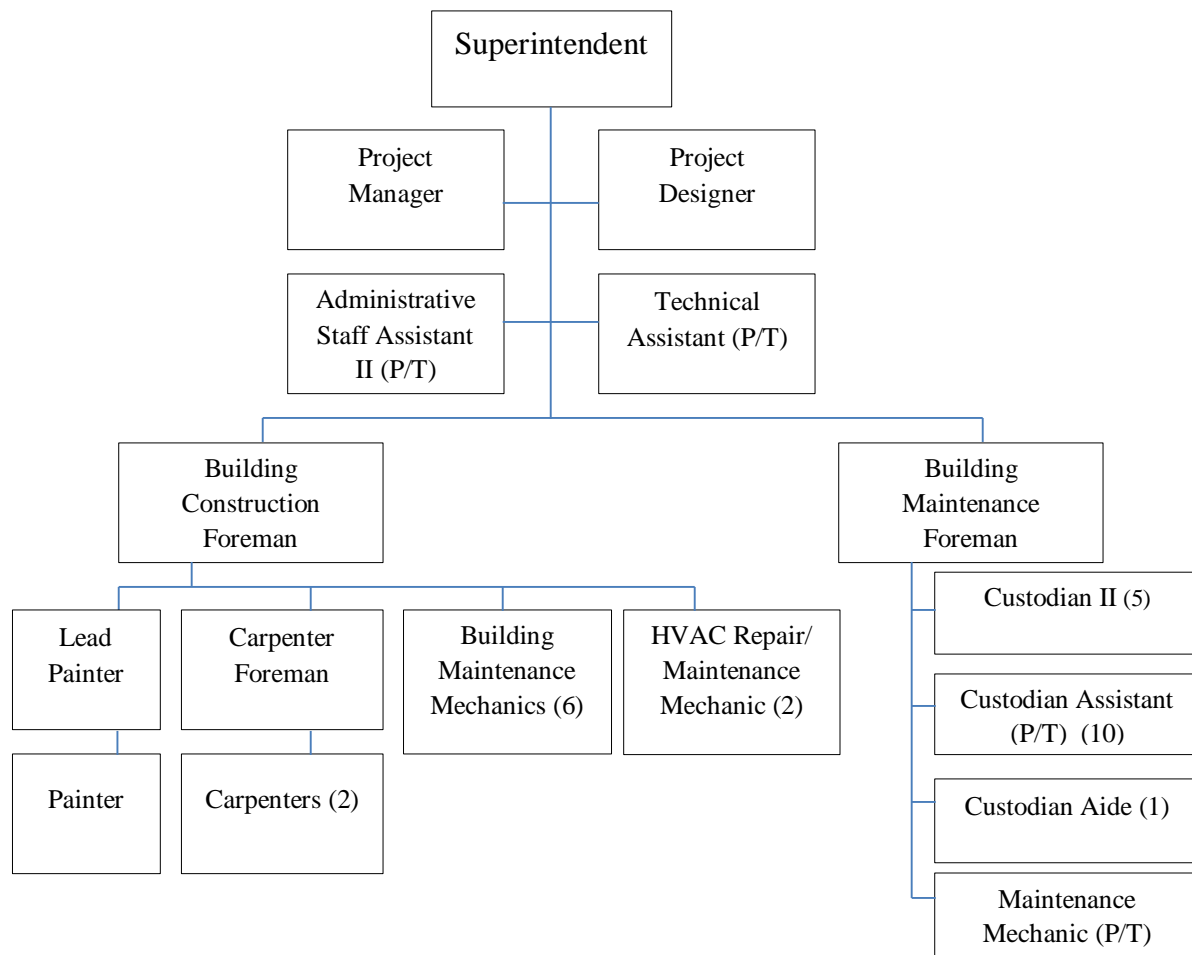
- Execution of work orders in response to a variety of requests by customers in various town buildings.
- Execution of the capital plan, including but not limited to:
  - Certificate of Occupancy for new Central Fire Station.
  - Completion of exterior access ramp at the Senior Center.
  - Start construction of the Byram Park Pool project.
  - Continuation of Town Hall Interior Upgrade – Human Services.
  - Continuation of Senior Center Interior Upgrade – Ground Floor.
  - Start construction for replacement of Grass Island Locker building.
  - Close out lease at Holly Hill for Fire Administration.
  - Town buildings' roof maintenance program and other capital maintenance programs.

**FY 18-19 Goals**

- Continue to execute customer work orders as noted above.
- Continue to maintain base infrastructure through preventive maintenance.
- Execution of Capital Plan as outlined in the Capital Improvement Plan including:
  - Completion of the Byram Park Pool project.
  - Completion of the Grass Island Locker building.
  - Start construction of renovations of the Assistant Caretaker's Cottage – Greenwich Point.
  - Undertake Electrical Service Upgrade at Parks & Trees building.
  - Ongoing work to develop plans for the Eastern Greenwich Civic Center, Byram Fire Station.



## Table of Organization



## Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees
<b>FY 16-17</b>	<b>Budgeted</b>	23	7.14
<b>FY 17-18</b>	<b>Budgeted</b>	23	7.14
<b>FY 18-19</b>	<b>Requested</b>	23	7.14

## Comments on Proposed Personnel Changes

None

**DEPARTMENT OF PUBLIC WORKS  
BUILDING INSPECTION DIVISION - 351**

**Mission**

To implement a consistent, customer friendly permitting and inspection program that complies with State Building Code, as well as providing information related to permits for a range of real estate transactions to customers.

**Primary Services Provided**

- Enforce the State Building Code.
- Manage the building inspection program to ensure timely permit delivery and inspections.
- Maintain and provide an array of permit record information for various real estate transactions.
- Provide emergency response as needed for various scenarios/incidents.

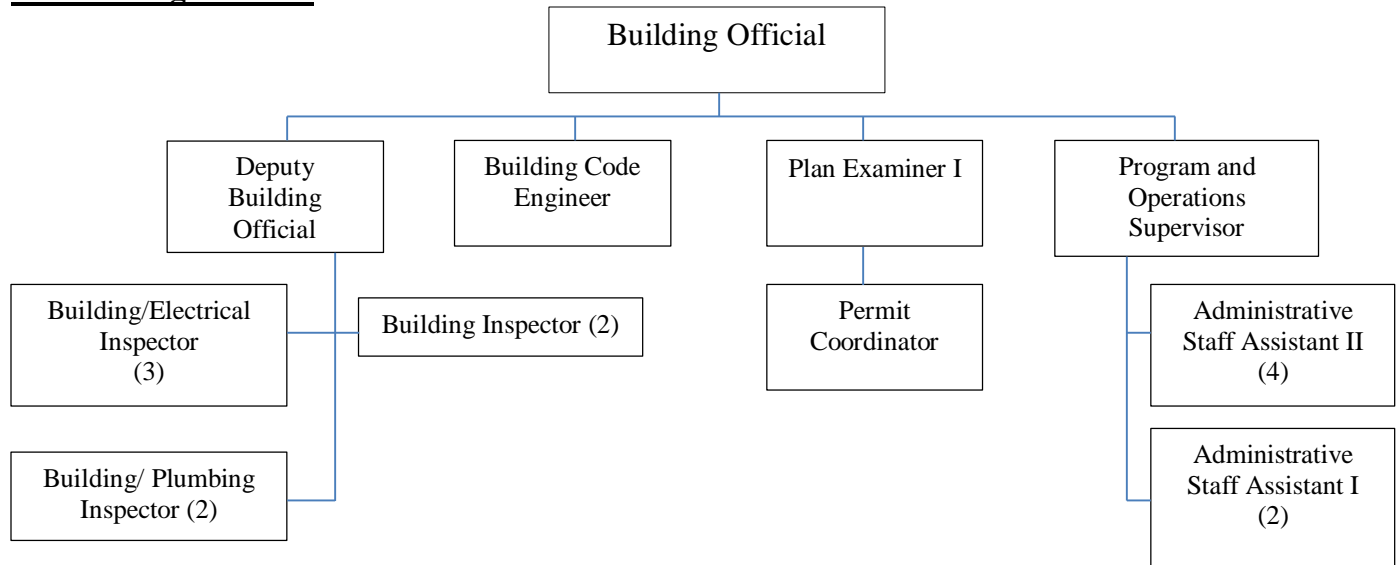
**FY 17-18 Major Accomplishments**

- Continued permit and inspection program execution.
- Ongoing coordination with IT to address permitting software issues.
- Ongoing customer service activities.

**FY 18-19 Goals**

- Continue work with IT to address permitting software issues and improve usability of CityView system.
- Continue to implement the permit and inspection program.
- Continue wide array of customer service activities related to the Division's records and customer requests.
- Continue service improvement initiatives in coordination with other Town departments.

**Table of Organization**



**Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	17	1.29
<b>FY 17-18</b>	<b>Budgeted</b>	17	0.86
<b>FY 18-19</b>	<b>Requested</b>	17	0.86

**Comments on Proposed Personnel Changes**

None

**DEPARTMENT OF PUBLIC WORKS  
SEWER DIVISION - 361**

**Mission**

To operate the collection system as effectively and efficiently as possible and provide the highest level of wastewater treatment possible at the Grass Island Wastewater Treatment Plant (GIWWTP) to meet all regulatory/permit requirements.

**Primary Services Provided**

- Operate the Grass Island Wastewater Treatment Plant, pump stations, and collection system to meet federal and state wastewater permit requirements.
- Execute necessary work to comply with consent decree requirements.
- Implement the sewer mark out portion of the Call Before You Dig program.
- Proactively manage the Town's wastewater infrastructure through special projects and programs as needed to maintain effective wastewater operations, including inflow removal, sewer permits, and scheduled maintenance activities.
- Manage a sewer permit program for property owner's connections to sanitary sewer mains, disconnect permits, repairs, etc., and perform associated inspections.

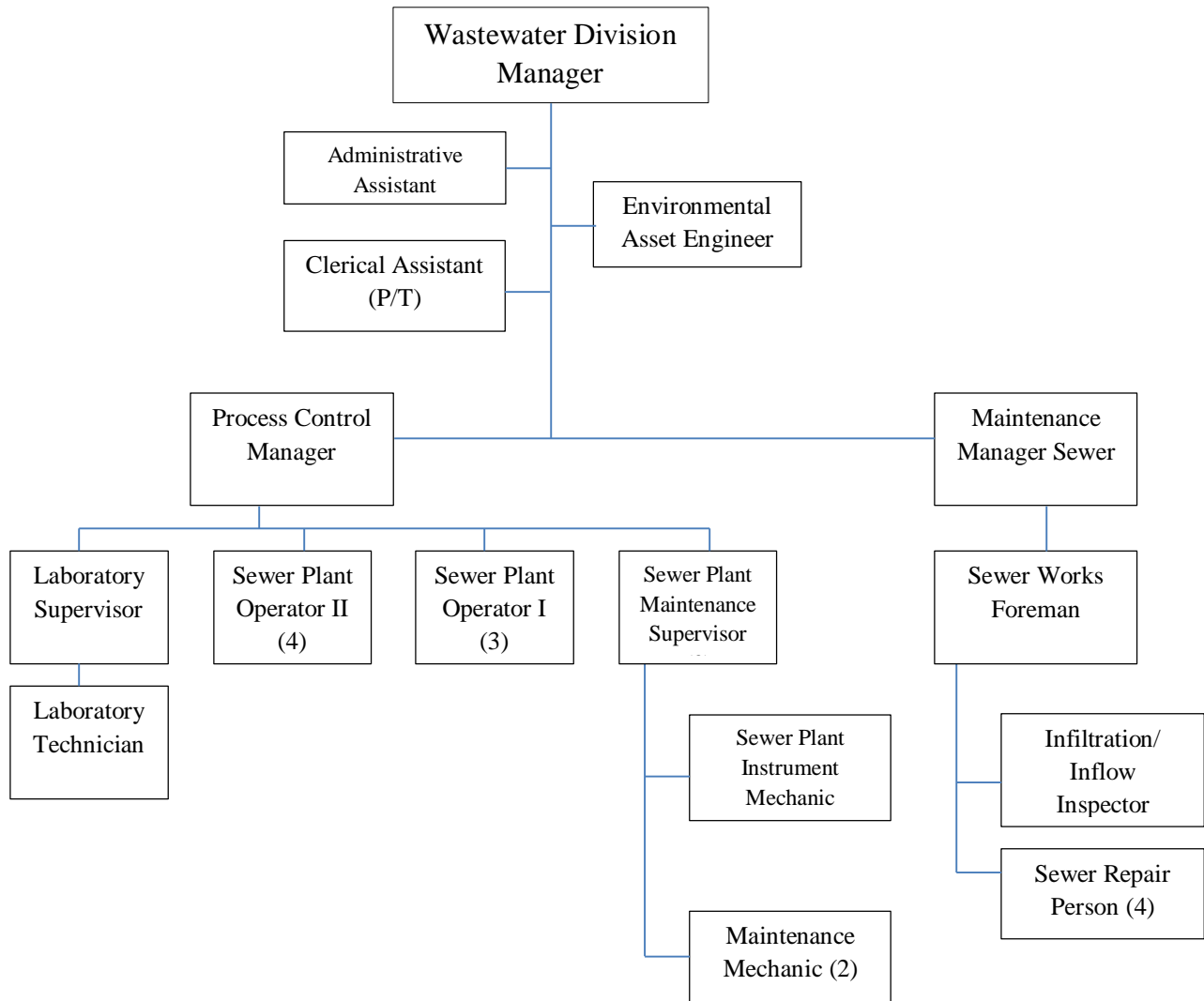
**FY 17-18 Major Accomplishments**

- Completed a complicated sewer rehabilitation project for four segments of sanitary sewer main. This included a segment through the property at 330 Railroad Avenue, as well as three downstream segments ending at Horseneck Lane.
- Continue to operate plant and collection system in accordance with permit requirements.
- Continued to implement sewer permit and call before you dig programs.
- Continued executing capital projects at GIWWTP: grit system design completed, bid and awarded, risk assessment for storm/flood planning, final clarifiers renovation construction, SCADA system study and design was completed, bid and awarded.
- Continue executing collection system capital projects, including Old Greenwich Common Force Main sections replacement and design, pump station upgrade designs, force main replacements, and sewer system rehabilitation.
- Began construction on Ballwood, Heusted, and Meadow pump stations incorporating design features to protect them from future flood damage.
- Continue to implement private inflow/infiltration removal program.

**FY 18-19 Goals**

- Continue to execute GIWWTP projects.
- Continue to execute collection system projects.
- Continue permit, operation, and private inflow/infiltration projects.
- Continue to operate the plant and collection system in compliance with all required regulations.

## Table of Organization



## Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees
FY 16-17	Budgeted	25	0.86
FY 17-18	Budgeted	25	0.86
FY 18-19	Requested	25	0.86

## Comments on Proposed Personnel Changes

None

## **FLEET DEPARTMENT**

### **380**

#### **Mission**

Provide high quality, professional, and cost effective fleet maintenance services to all Town departments. Be the support function for all user-departments for equipment specifications and vehicle replacements.

#### **Primary Services Provided**

- Preventive maintenance and repairs to the Town and user-department vehicles and equipment.
- Develop policies and procedures for the maintenance and repair of Town vehicles and equipment.
- Develop annual Vehicle Replacement Plan.
- Utilizing input from user-departments, prepare specifications for new vehicle and equipment purchases.
- Obtain pricing for new vehicles.
- Utilize state and other approved contracts for vehicle and equipment purchases to maximize cost savings.
- Maintain computerized inventory and repair history for Town vehicles and equipment.
- Control and maintain Town fueling sites.
- Oversee outsourced parts operation.
- Update user-departments on new technologies.

#### **FY 17-18 Major Accomplishments**

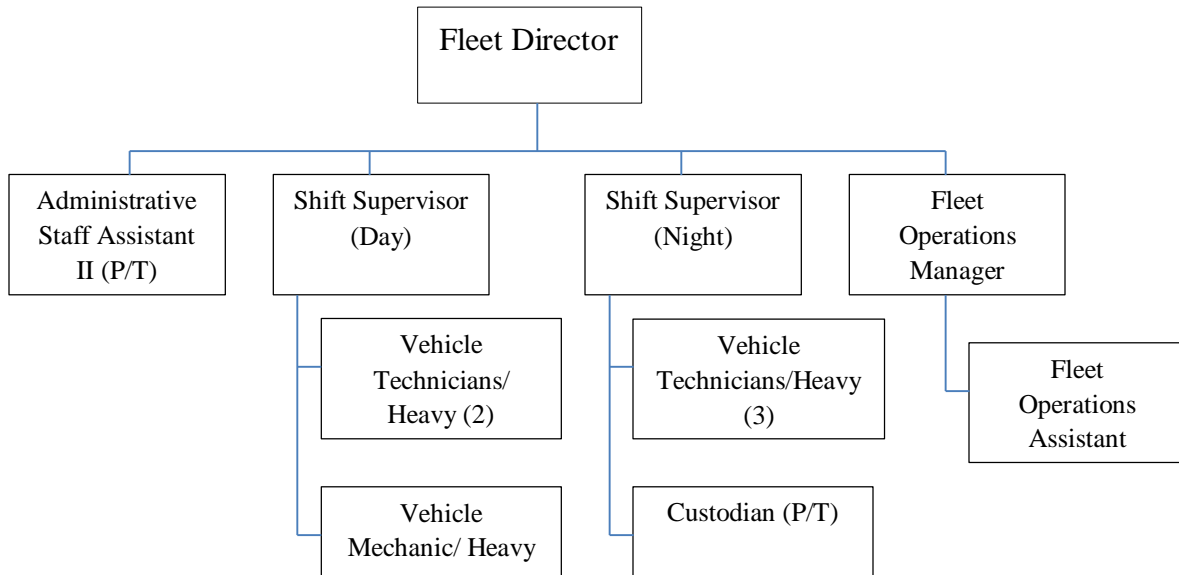
- Utilizing approved capital, a permanent propane filling station will be built at the North Street location. Estimated completion is May 2018.
- Reclassified part time AA position to an ASAI and reduced hours from 25/week to 20/week.
- Established benchmarks for anti-idle program.
- Implemented in-house repair and maintenance of Highway Department small equipment in lieu of using an outside vendor.
- Review of vehicle utilization with user-departments resulting in overall Town fleet reduction.

#### **FY 18-19 Goals**

- Work with DPW on feasibility of establishing a propane fueling station at the Holly Hill transfer facility and estimate costs.
- Closely monitor details of funds available in Connecticut from the VW Settlement for the purchase or retrofit of “clean” vehicles.
- Fully implement anti-idle program.

- Renew National Association of Fleet Administrators Sustainable Fleet Certification.
- Measure savings and/or costs of in-house repair of Highway Department small equipment to determine the value of this work in-house.

### **Table of Organization**



### **Personnel Summary**

		Number of Full Time Employees	Number of Part Time/Temp Employees
<b>FY 16-17</b>	<b>Budgeted</b>	11	1.28
<b>FY 17-18</b>	<b>Budgeted</b>	11	1.14
<b>FY 18-19</b>	<b>Requested</b>	11	1.14

### **Comments on Proposed Personnel Changes**

None

## **GREENWICH DEPARTMENT OF HEALTH**

**401 – Administration**

**405 – Environmental Services**

**410 – Special Clinical Services**

**415 – Family Health**

**425 - Laboratory**

### **Mission**

The Greenwich Department of Health is responsible for protecting, promoting, and improving the health of Greenwich residents by implementing the provisions of essential public health services and carrying out public health core activities. These include monitoring the public's health status, investigating and responding to disease outbreaks, enforcing laws and regulations to protect the public's health, developing health policies, identifying critical health needs, educating the public about public health issues, allocating health resources to those who are in need, and planning for emergencies which may require a public health response.

### **Primary Services Provided**

All divisions of the Department carry out mandated health services as a result of local/state/federal regulations or laws. The following is a complete list:

- Protect people from communicable diseases and work to reduce health risks that promote chronic disease and illness through preventive services, such as: providing immunizations, conducting healthcare counseling and screenings, providing patient case management, and making referrals for treatment. Through the enforcement of public health regulations, the Department conducts disease surveillance and investigation, monitors the community's health status, collaborates with community health partners to provide health services, and by statutory authority, issues health orders by the Director of Health to protect the public's health.
- Enforce public health laws and regulations to protect human health and the environment by: exercising the authority of the Director of Health and Board of Health when needed, overseeing the treatment of those with infectious/communicable diseases, investigating and providing case management of disease outbreaks, sampling and analyzing pollution sources in the community in an effort to identify disease-causing organisms, and leading the development of health policy and planning in the community.
- Assure accessibility to quality medical care, as well as work towards reducing health disparities in the population, by providing direct public health essential services when possible, especially to disadvantaged populations and mobilize health resources (indirect services) when there is a need identified in the community. The Department's health services include, but are not limited to: nursing services (adult, maternal and child health program), immunizations, child care, elder care for the homebound, communicable disease case management, and services for the uninsured and underserved. The Environmental Health and Laboratory Service Program provides enforcement of public health regulation, collects and analyzes environmental samples and provides clinical testing for children and adults. The Special Clinical Services program provides communicable disease screening, patient treatment, case management, and counseling for targeted conditions. It also provides public



health education to student populations and executes the Town's Bloodborne Pathogen Program for Town employees. The Dental Health Program provides oral health screening, education, and referral primarily to children of the public health school system, pre-school programs, the Woman, Infant and Child (WIC) program, and seniors in the community.

- Plan for public health emergencies through the provisions of a contract between Greenwich Emergency Medical Services (GEMS) and the Town (to provide basic and advanced life support emergency medical services), conduct local emergency planning through the Department's grant funded Public Health Emergency Preparedness program (which conducts disaster plan development/updating; educates the general public, and coordinates with community and Town agencies to ensure a coordinated response to public health emergencies). Acts as a liaison between the Town and State as it pertains to planning for emergencies that may require resources from the State and other municipalities.
- Provide limited public health education (the Department's health educator position was eliminated by the Town in 2009-2010 as part of a downsizing effort) about disease, health issues, and health hazards, with an emphasis on prevention. This is achieved through provisions of public health service programming, presentations, classroom instruction, and literature distribution for the prevention of illness, disease, and premature death.
- Contribute to the evidence base of public health while investigating and evaluating health issues, implementing and improving health service programs, engaging the community, and initiating interventions through the provisions of: collecting, monitoring, tracking, tabulating, analyzing, and reporting data for the health jurisdiction served.

### **FY 17-18 Major Accomplishments**

#### *(401) Administration*

- Number of Medical Reserve Corps (MRC) members trained: 22
- Estimated partial revenues received from programs that are funded by state grants: \$2,360
- Number of health orders issued per population served: 1
- Number of customer satisfaction surveys: 48
- Percentage of customers satisfied with Department services: 97%
- Number of health alerts issued to the public: 56
- Managed external Emergency Medical Service Advanced Life Support contract for the Town
- Number of Emergency Preparedness Plans updated: 5
- Number of state grants managed: 3

#### *(405) Environmental Services*

- Reduced the number of rainfall beach water closure days at Greenwich Point during the months of July (currently a 1.5" rainfall closure) and August (currently a 1" rainfall closure).
- Increased the proportion of consumers who follow key food safety practices
- Number of public pools inspections performed for safety: 64
- Number of public swimming site locations tested during the season for acceptable water quality: 156

- Of those tested, number that had unacceptable results: 12 (8%)
- Number of days public beaches closed for swimming due to unacceptable water quality: 10 (increase from last year)
- Number of septic system plans reviewed and processed by qualified staff (5): 249
- Number of septic system installation inspections by qualified staff (4): 221
- Number of well water drilling applications reviewed and processed: 43
- Number of sewage disposal permits processed: 89
- Number of food service establishment inspections conducted by qualified staff (4) - 785
  - Yearly, 1 in 6 people (48 million) in the U.S. gets sick, 128,000 are hospitalized and 3,000 die of foodborne disease. In 2016, Connecticut had 1,557 foodborne related cases reported
  - Greenwich followed through on 31 enteric illnesses reported
- Number of food service establishment/facility licenses processed by office staff available (.5): 356
- Number of animals submitted for rabies testing due to possible human exposure: 23
  - Of those submitted for analysis, number found positive for rabies in which no humans were treated: 0
- Number of residential building plans reviewed for other Town Department approval: 174
- Number of required licensed facility inspections other than food service establishments by qualified staff (4): 251

*(410) Special Clinical Services*

- Number of public school students and staff receiving communicable disease education programs by qualified staff (1): 2,844
- Number of resident at-risk clients counseled/tested for STD/HIV/Pregnancy by qualified staff (1): 354 and 290 telephone counseling sessions provided
- Number of at-risk resident clients treated for STD per population served: 71

*(410) Dental Health*

- Determined how many third grade students in each of the 11 elementary schools with active tooth decay do not participate in the school's weekly fluoride rinse program.
- Number of WIC children screened for oral health with no referrals for treatment: 58
- Number of required public school oral health education sessions given to students in kindergarten through fifth grade by staff (2): 212
- Number of public school children examined for oral health problems by staff (2): 6,053
- Number and percentage of students referred to a dentist for follow-up: 975 (16%)
- Number of public school children receiving dental screening services and
  - Fluoride mouth rinse by staff (2): 8,924
- Number of uninsured/underserved children receiving dental health screenings by staff (2): 340
  - Of those screened, percentage of children referred for dental follow-up: >50%

*(415) Family Health*

- Increased the percentage of Greenwich children who receive annual lead tests by age 3.

- Number of Women, Infant and Child (WIC) participants: 135
- Number of communicable disease outbreaks investigated: 312
- Number of deaths reported per Greenwich population served (62,610): 379
  - (#1 Heart & Circulatory Disease - #2 Cancer - #3 Respiratory)
  - Chronic diseases such as diabetes, stroke and cancer are among the leading cause of death in Americans. It is estimated that by 2030, more than 75% of the world's death will be caused by cardiovascular disease, diabetes, and cancer. Nationwide, obesity continues to be a problem with more than 38% of the population obese. In Connecticut, 9.3% (2015) of adults have diabetes, 30.4% report having high blood pressure (2015) and over 25.3% are obese (2015/2016). In addition, 22% of State residents do not engage in any kind of leisure physical activity.
- Number of uninsured, underserved, homebound, frail or chronically ill residents needing nursing service by staff (1.0): 50
- Number of residents requiring medical management/follow-up for communicable diseases by staff (1): 58
- Number of immunizations given to general public for protection against various diseases by staff (4.0) per population served: 1,841
- Number of reportable disease reports filed and reviewed: 234
- Number of underserved/uninsured children needing nursing clinic services: 100
- Number of immunizations, screening and examinations for all children (including underserved/uninsured) needing nursing clinic services: 1,288
- Number of maternal health assessments for at-risk underserved women by staff (1): 100
- Number of live births reported and recorded for Greenwich in 2016-2017: 497
- Number of live births reported and recorded for Greenwich with very low birth weights (<3.3 lbs.): 5
- Number of live births reported and recorded for Greenwich with low birth weights (3.3-5.5 lbs.): 11
- Number of Greenwich residents receiving mental health and addiction services: 329

*(425) Laboratory*

- Strengthened the Greenwich Department of Health Laboratory's capacity as a member of the National Laboratory Response Network so that assistance can be given to the State Lab as needed during an emergency event.
- Number of public pool water samples analyzed: 198
  - Of those analyzed, number of samples found to be unacceptable: 21 (11%)
- Number of public swimming site locations tested during the season for acceptable water quality: 156
  - Of those tested, number that had unacceptable results: 12 (8%)
- Number of public and private well water samples analyzed for acceptable water quality: 224
  - Of those sampled, number that had unacceptable results: 24 (15%)
- Number of public water distribution samples analyzed: 159
  - Of those analyzed, number of samples found to be unacceptable: 0
- Number of animals submitted for rabies testing due to possible human exposure-30
  - Of those submitted for analysis, number found positive for rabies in which no humans were treated: 3

- Number of residents that processed radon in air samples: 145
- Number of households above the EPA radon in air action limit (pic/L): 36 (25%)
- Number of residents that processed radon in well water samples: 24
- Number of wells found to be over the State DEEP action limit of 5,000 pic/L: 3 (12.5%)
- Number of drinking water samples analyzed for bacterial contamination by number of staff (3): 523
- Number of school children screened for anemia: 156
  - Of those screened, number found to have unacceptable levels: 4
- Number of children screened for lead in blood in the WIC Program: 145
  - Of those screened, number with elevated levels of lead and reported to state: 1

### **FY 18-19 Goals**

#### *(401) Administration*

- Create a working Business Office Procedure Manual that will enhance efficiency and productivity in handling all Business Office functions.

#### *(405) Environmental Services*

- Increase the proportion of licensed full service establishments that follow proper food temperature holding practices of potentially hazardous foods in an effort to prevent foodborne illness outbreaks.

#### *(410) Special Clinical Services*

- Offer Rapid Hepatitis C (HCV) testing on-site, follow-up on all laboratory reports of HCV infection and verifying treatment with clients who test positive.

#### *(410) Dental Health*

- Reduce the incidence of chewing tobacco among high school students.

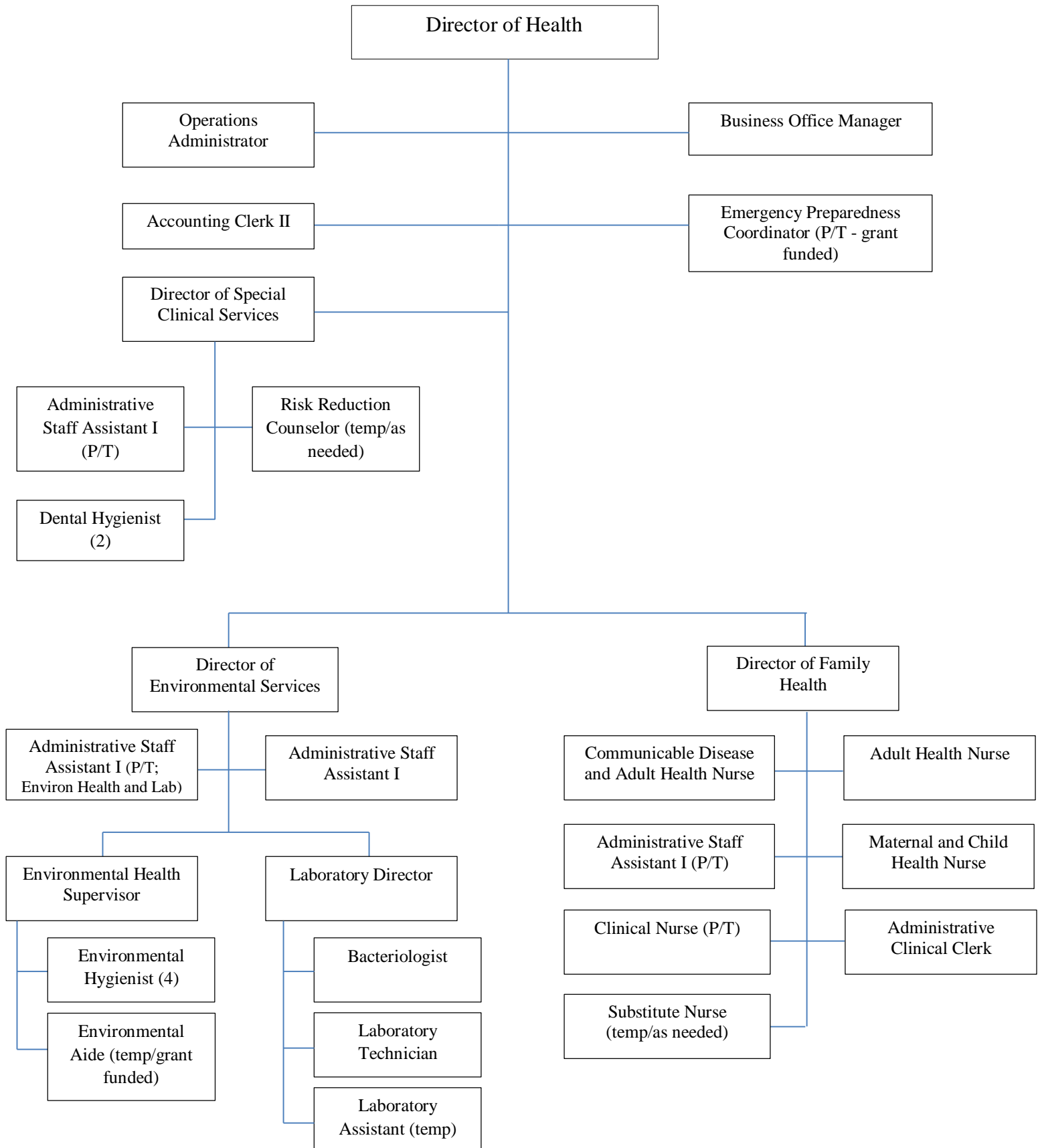
#### *(415) Family Health*

- Revitalize the *Putting on Airs* program in Greenwich in an effort to reduce acute asthma episodes and improve asthma control through recognition and elimination/reduction of environmental and other asthma triggers.

#### *(425) Laboratory*

- Improve the existing tick testing program by identifying ways to offer testing of other tick-borne diseases. This effort will enhance protection of the public against tick-borne diseases that are endemic in Connecticut.

## Table of Organization



**Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	22	2.85
<b>FY 17-18</b>	<b>Budgeted</b>	22	2.50
<b>FY 18-19</b>	<b>Requested</b>	22	2.50

**Comments on Proposed Personnel Changes**

Note: Chart above does not include grant-funded positions.

**DEPARTMENT OF HUMAN SERVICES**  
**501 – ADMINISTRATION**  
**502 – ADULT AND FAMILY SERVICES**  
**509 – HOMEMAKER SERVICES**

**Mission**

The mission of the Department of Human Services is to enhance the quality of life of Greenwich residents through support in meeting basic human needs and promoting services that foster self-sufficiency.

**Primary Services Provided**

The Department of Human Services assists clients with meeting basic human needs for: housing, food, clothing, personal safety, and health care.

- Case Management: Through the Department's case management services, clients are referred for direct services to appropriate local and state providers. Case managers monitor client's progress and agencies effectiveness through a management information system. The DHS Board has directed the Department staff to support and promote education and employment goals as a strategy for long-term successful outcomes with clients.
- Programs: The Department also operates direct service programs that include:
  - Intake: Intake staff provide screening and assessment to determine program eligibility and appropriate service level
  - Applications: Staff assist clients with program applications and renewals that include: Energy Assistance, Renters Rebate, Operation Fuel, SNAP, and HUSKY
  - Byram Archibald Neighborhood Center (BANC) After School Program
  - Greenwich Youth Conservation Summer Program
  - Greenwich Youth Corp Summer Program (partnership with Greenwich Land Trust)
  - Community Gifts Program: Campership, Holiday Aide, Boots and Shoes, Backpack and School Supplies
  - ESL – On-site and at BANC
- Homecare and Transportation Services: The Department operates Homecare and Transportation services that help maintain disabled and older residents in the community.
- Community Partnership Program: Grants provided to 16 local community human service agencies that focus on DHS mission driven services for Greenwich residents. Department requires quarterly progress reports. Oversight responsibilities for 3 programs funded through Town External Entities budget (Kids in Crisis TeenTalk program, River House, and Youth Services Bureau).

**FY 17-18 Major Accomplishments**

- Department is participating in the reforming of Greenwich Prevention Council that will help coordinate data and service response recommended by opiate report submitted to the First Selectman. Implementation of prevention strategies developed by the Prevention Council.

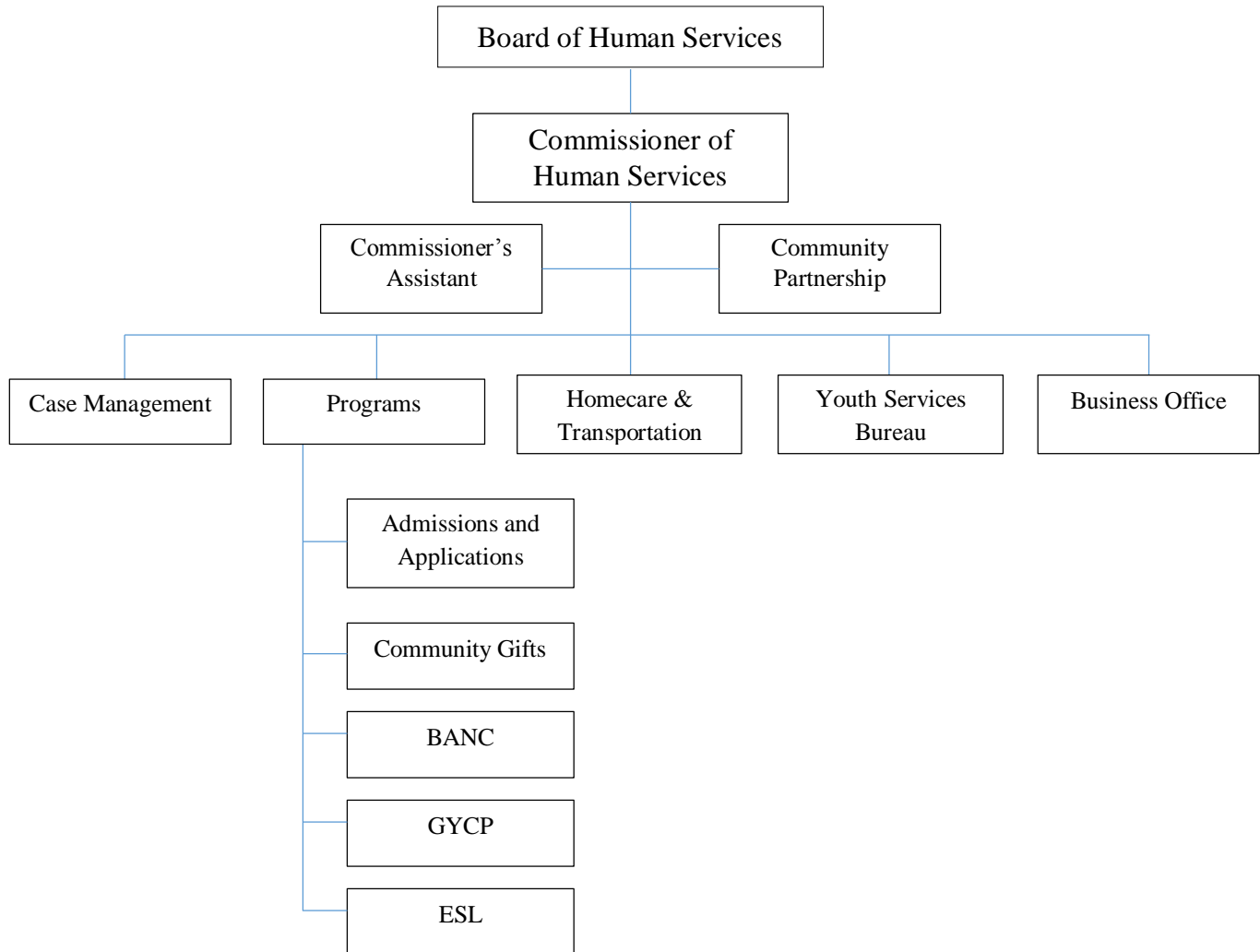
- Department Commissioner appointed to the 1st Selectman's Diversity Committee and Disabilities Committee.
- Collaboration with Family Center's RITE employment program and Windrose Program in developing a career track for student employment placements. Requested funding for stipends was approved from the Resource Foundation.
- Youth Services Bureau Coordinator transferred to DHS. DHS taking an active role in developing and managing the Juvenile Review Board, Interagency Team, and Youth Advisory Council.
- Department changed name from Department of Social Services to Department of Human Services.
- DHS Achievement Gap Task Force Report was completed. The report is promoting strategies for effective agency collaborations with infant/child (0-5 years) developmental learning programs for high-at-risk families as an early intervention program for better preparation for pre-school.
- Department is leading an effort to better organize the funding of the not-for-profit community agencies.
- Renovation of Human Services physical plant completed.
- Mental Health, Hoarding, Domestic Violence work groups and Veterans Council continue to make progress in developing a coordinated approach for assisting Greenwich residents in need.

### **FY 18-19 Goals**

- Following the recommendations made in the Achievement Gap Report, work with service provider coalition that will assist high-at-risk children/families in developing support and training programs for families.
- Increase the number of DHS clients employed through work with Family Centers RITE Program.
- Assist clients with immigration status issues by providing on-site immigration assessment service through New covenant center.
- Complete Results-Based Report showing achievement of clients reaching goals in housing, food, clothing, personal safety and health care.
- Coordinate with Town social service agencies in supporting social and emotional learning programs in pre and after school programs.
- Work with community agency coalition in developing a results-based accountability report to assist in developing coordinated funding.
- Collaborate with Commission on Aging in developing improved support system for senior clients.



### **Table of Organization**



### **Personnel Summary**

		Number of Full Time Employees	Number of Part Time/Temp Employees
<b>FY 16-17</b>	<b>Budgeted</b>	20	17.89
<b>FY 17-18</b>	<b>Budgeted</b>	20	18.23
<b>FY 18-19</b>	<b>Requested</b>	21	17.23

### **Comments on Proposed Personnel Changes**

The personnel change shown in FY19 reflects a staffing change that was approved in FY18 and resulted in no new headcount. The Admissions/Applications area, eliminated two part-time case management positions to create an equivalent full-time case management position.

**GREENWICH PUBLIC SCHOOLS**  
**600 – ADMINISTRATION**  
**620 – INSTRUCTION**  
**640 – OPERATION OF PLANTS**  
**650 – MAINTENANCE OF PLANTS**  
**660 – PUPIL TRANSPORTATION**  
**675 – STUDENT BODY ACTIVITIES**

*Not Available at Time of Printing*

## **GREENWICH LIBRARY**

### **701**

#### **Mission**

The mission of the Greenwich Library is to provide exceptional resources, programs, and services that promote the joy of lifelong learning and discovery, and to offer a welcoming place for people to gather and share experiences.

#### **Primary Services Provided**

- Accounts Payable
- Budgeting
- Facilities Management
- Information Services
- Information Technology
- Lending Services
- Payroll
- Public Relations
- Resources Management/Acquisitions
- Programming and Outreach (privately funded)
- Training (privately funded)
- Fundraising (privately funded)

#### **FY 17-18 Major Accomplishments**

- Credit card processing for Library fines became available at the self-checkout kiosks within the Main Library. The process is easy, fast, and convenient.
- The Library will accept credit card payments for fees and fines online to add to patron convenience. Anticipated completion date: June 2018.
- Wireless printing was launched in the summer 2017 throughout the Library system. This allows patrons to send print jobs to the fee-based printers from any device connected to the internet.
- *News of the World*, by Paulette Jiles, was selected as the 2017 Greenwich Reads Together (GRT) book. Over 20 community organizations collaborated on programs and discussion groups.
- The Library's Peterson and Ashforth Concert series enjoyed record attendance.
- The Library initiated a technology assistance program at the Main Library first floor reference desk and at the Cos Cob Branch Library in response to growing requests for deeper technology support of hardware, software, and digital collections.
- Greenwich Library partnered with the Greenwich Public Schools to promote the 2017 curated summer reading list.
- In partnership with the Greenwich Public Schools, Greenwich Library initiated an annual, assured experience visit by all first grade classes at eleven elementary schools to tour the Main Library, a branch library, or the Perrot Memorial Library, to be educated in library

services, and to receive their first Library card. There were a total of fifteen visits which resulted in 445 new cards and 1,453 additionally borrowed items.

- Teen Services staff visited all Greenwich public middle schools to instruct students on Greenwich Library digital resources and to promote summer reading.
- The Library will be adding Apple computers to its inventory of computers in response to patron demand and the needs, specifically, of young adults. *Estimated completion: March 2018.*
- The Main Library's Children's Room continued its collection optimization project, working toward collection target goals for best fiction and nonfiction materials and in order to better merchandize materials.
- A 3D Lulzbot mobile printer, cart and workstation class laptop were purchased and used in public programs and demonstrations in several library locations.
- Children's Services increased STEAM programming by presenting coding, 3D printing, architecture and math workshops.
- New reference resources included online tutorials, step-by-step video instructions for using electronic resources by Niche Academy, and databases Naxos streaming Music Library and Naxos Sheet Music Library.
- Reference Services conducted reader's advisory workshops to better enable staff to share recommendations of popular books and genres with patrons.
- The Public Relations team launched a new weekly e-newsletter to replace the monthly Keep Posted PDF newsletter. As of October 2017, the e-newsletter is sent to 17,000 weekly subscribers with an average open rate of 30% (nonprofit industry average is 17%) and an average click through rate of 13% (nonprofit industry average is 8%).
- The Library's Programming Committee continued to execute its two-year plan to strategically evaluate, select, and market programs.
- Staff and volunteers collaborated with BERK Consulting to begin planning efforts for the Library's updated Strategic Plan for 2018-2022.
  - Nearly 60 staff participated in work groups during summer 2017 to examine key areas of focus and make recommendations.
  - Staff and volunteers participated in an all-day retreat on September 29.
  - It is anticipated that the updated plan will be approved by the Spring of 2018.
- The Technology Training Center increased training opportunities for staff to work on core competencies including digital literacy.
- The Library will begin to investigate automated processing of materials in the Spring of 2018.

#### Capital Improvement Projects:

- *Steel Structural Restoration:* In 2015, when the Library repointed the Franklin Simon wing (built in 1932) of the Main Library, contractors had discovered corrosion in the steel beams supporting the building. At that time, the Library used contingency funding from that project to address those areas of corrosion that might prove most at risk. At the end of that project crack monitoring sensors were installed on selected limestone and brick elevations and checked quarterly. These monitors have registered abnormal movement which corresponds to the presence of further corrosion. This project will be the testing phase of the work in which probes will be inserted into the building envelope to assess the amount of corrosion and then assess the most cost-effective means to repair corrosion and arrest

further deterioration. The second phase of the project will have a proposed budget based on the findings. Estimated completion: Summer 2018

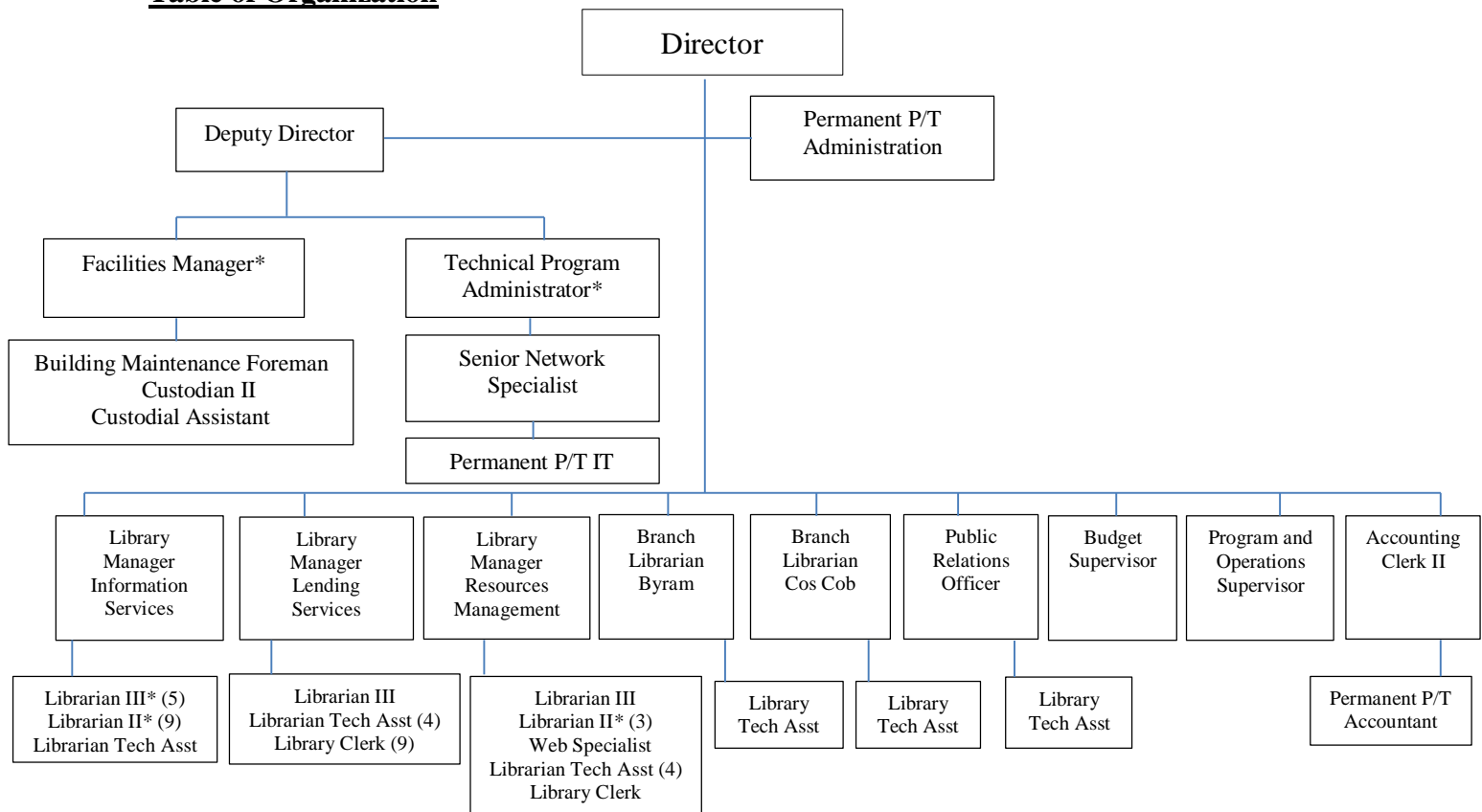
- *Roof Replacements – Main Library:* The Main Library has sixteen flat roofs that are in regular need of replacement. This project will replace six roofs in the old wing of the building which have reached the end of their life expectancy (approximately 20 years of age) and have had experienced leaking which has been temporarily resolved by ad hoc repairs. Estimated completion: Fall 2018
- *Main Library Carpet Replacement:* Areas of delamination are selectively being replaced. The full spending awaits final architect's report on interior redesign and its impact on shelving and furnishings.
- *Cos Cob Flooring:* Work has been delayed while interior space design concepts for the branch are evaluated.
- *Emergency Lighting:* Work to be completed in Fall 2017.
- *Painting:* Work to be completed by Spring 2018.
- *Roof Repair:* Work to be completed in Fall 2017.
- *Roof and RTU Replacements:* Work to be completed in Fall 2017.
- *Parking Lot Resurface:* Work completed summer 2017.
- *Server Room Infrastructure Upgrade:* Work completed Spring 2017.

### **FY 18-19 Goals**

- Create express circulating collections consisting of popular materials that cannot be renewed or put on hold for the branch libraries. They will provide quick turnover of highly demanded materials on a come-in and get it basis.
- Increase staff and patron awareness of electronic and digital resources and services at the Library using appropriate media and targeted messages (multi-year project).
- Provide self-directed learning content on the Greenwich Library Website to assist patrons in using resources such as Kanopy and Lynda.com.
- Investigate a digital platform that would allow local musicians to share downloadable or streaming music. This would increase the visibility of Greenwich musicians and allow the Library to continue to develop its online offerings of unique local content.
- Increase support of Greenwich schools' curriculum and digital learning. Strengthen community partnerships with the schools through programs and library resources:
  - Expand upon the First-Grade Library visits, add a Fifth Grade assured experience, and focus on outreach to middle school students to increase school and student awareness of Greenwich Library resources and programs and to promote literacy. Expand spring outreach visits to Greenwich public schools to promote summer learning.
  - Continue to offer children's STEAM programs in coding, robotics and collaborative learning.
  - Children's Services will expand Ready for Reading early literacy kits to include activity kits in science, art and mathematics.
- Launch programs for the community utilizing 3-D printing programs and introduce other new technologies for patron education and awareness and to increase digital literacy.
- Increase outreach services to the community and community organizations.

- Increase English as a Second Language resources, services, and classes in response to community requests.
- Continue to send Library ambassadors to community events to promote awareness and usage of Library services and collections.
- Meet with community organization leaders for future programming opportunities.
- Increase number of library cardholders through expanded outreach to civic organizations, major employers, and nonprofit organizations.
- Provide outreach and support for technology to targeted populations, including seniors and youth.
- Expand the availability of Apple computers to selected areas of Greenwich Library.
- Reconfigure the Print Management system to securely accept credit cards so that patrons do not need to use cash. This new configuration will offer a secure alternative to cash payments, which should reduce the amount of money staff must handle while providing more flexibility for patrons.
- Explore lending nontraditional items (e.g., digital devices, hot spots, games).
- Research and review best practices for references services:
  - Review points of services and tier models for best practices in patron assistance.
  - Increase staff hours at the Reference Desk of those who can provide in-depth technology support service during all public library hours.
  - Provide additional drop-in labs to the public for technology assistance.
  - Track reference and information requests in more detail in order to identify trends, evaluate subject specialties and meet the service and resource needs of the community.
  - Continue to offer targeted staff training to strengthen skill sets

## Table of Organization



\*Peterson Foundation Position

## Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees
<b>FY 16-17</b>	<b>Budgeted</b>	62	30.64
<b>FY 17-18</b>	<b>Budgeted</b>	61	30.55
<b>FY 18-19</b>	<b>Requested</b>	61	30.52

## Comments on Proposed Personnel Changes

In FY16-17, the full time headcount was reduced from 62 to 61 due to the elimination of a Clerk position in the Lending group.

**Perrot Memorial Library**  
**710**

**Mission**

Perrot Memorial Library provides the Greenwich community with access to information and materials in all formats. Committed to friendly, competent, and professional service, the Library shall encourage and satisfy the community's love of books, quest for information, and life-long learning. We provide a gateway to recorded knowledge and ideas with the highest level of personal service and we aspire to be recognized as an innovative library that is essential to the quality of individual, family, and community life.

**Primary Services Provided**

- Library services for children, adults, and teenagers.
- Growth and maintenance of the Library's collection of books, movies, and magazines serving all ages and interests in multiple formats.
- Provide open access to collections and services in a modern, well-maintained facility.
- Provide Library cultural and educational programs for children, adults, and teenagers.
- Provide open access to shared resources with the Greenwich Library, in both print and electronic formats.
- Provide open access to Internet based information resources and services.
- Provide Library services 24/7 through our web site.
- Continuously evaluate and improve Library services to the community.

**FY 17-18 Major Accomplishments**

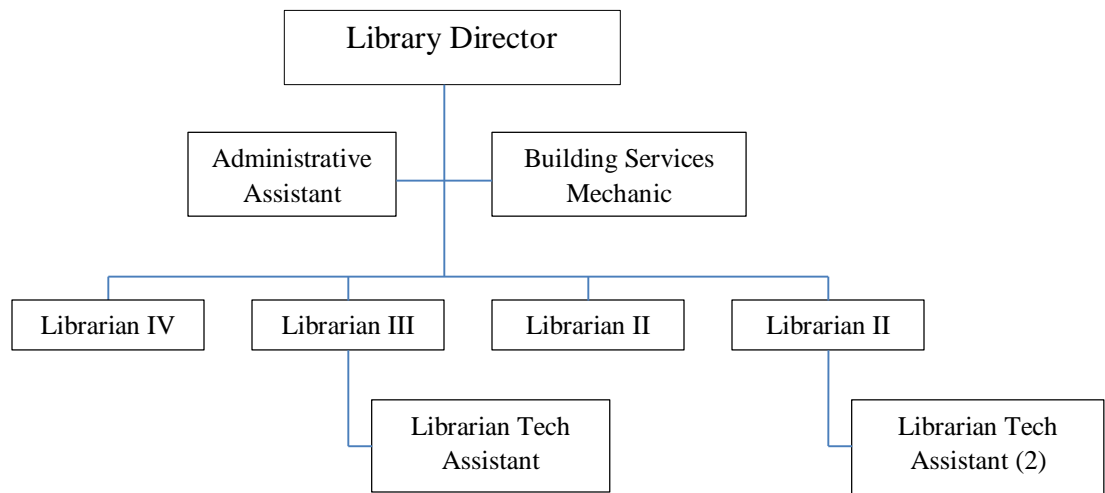
- Improved the building by installing new exterior doors and hardware, as well as new reader's chairs in the Waid Room.
- The Library's major capital improvement project to replace the eighty-six-year-old slate roof on the original Daniel Everett Waid designed building is underway. Expected completion is January 2018.

**FY 18-19 Goals**

- Implement our new Long Range Plan for 2018-2023.
- Install a new natural gas power generator for the library building.



### **Table of Organization**



### **Personnel Summary**

		Number of Full Time Employees	Number of Part Time/Temp Employees
<b>FY 16-17</b>	<b>Budgeted</b>	10	7.45
<b>FY 17-18</b>	<b>Budgeted</b>	10	7.45
<b>FY 18-19</b>	<b>Requested</b>	11	7.45

### **Comments on Proposed Personnel Changes**

We continue to seek the restoration of our Youth Services Librarian position as our number one priority. Our Youth Services Librarian position was removed from our Table of Organization in 2012 to assist the Town with budget priorities at that time. Kathy Jarombek, the Head of the Youth Services Department, and her staff have provided a full range of services to children in the Greenwich community. Nearly 400 programs served more than 10,000 children and their families in the past year.

Despite their efforts, 60 or more Greenwich children and families languished on waiting lists for openings in our popular children's programs last year. School visits to promote reading and introduce new books have been cut back. Collection development, evaluating staff and services, and presenting special programs for children and families have been placed on hold. With the Youth Services Librarian position restored, the Library will be able to continue and expand our exceptional array of children's programs to meet the demands of our residents.

## **PARKS AND RECREATION 801 - ADMINISTRATION**

### **Mission**

The mission of the Town of Greenwich Parks and Recreation Department is to deliver high quality leisure time opportunities through safe, well-organized and affordable programs and a comprehensive network of parks, playgrounds, marinas, beaches, athletic fields, neighborhood community centers, ice skating rink, municipal golf course and open spaces to promote the mental, physical and social well-being of our residents. We foster a sense of community spirit and civic responsibility through the use and preservation of the town's natural resources for the enjoyment of current and future generations.

The primary responsibility of the Administration Division is to provide leadership, planning, and direction in identifying, implementing, and administering the finance, personnel, areas, and facilities that are made available for leisure services. The primary objective of the department, in cooperation with other private and public agencies and departments, is to create wholesome and beneficial use of leisure for all Greenwich residents through recreational opportunities in our parks, programs, and facilities

### **Primary Services Provided**

Provide the supervision and control of the recreation facilities and activities of the Town, including the development, regulation, maintenance, and use of public parks, trees, playgrounds, community centers, golf courses, skating rinks, Civic Centers, bathing beaches, boat harbors, boating facilities, waters of Long Island Sound subject to the jurisdiction of the Town, and all other recreational places.

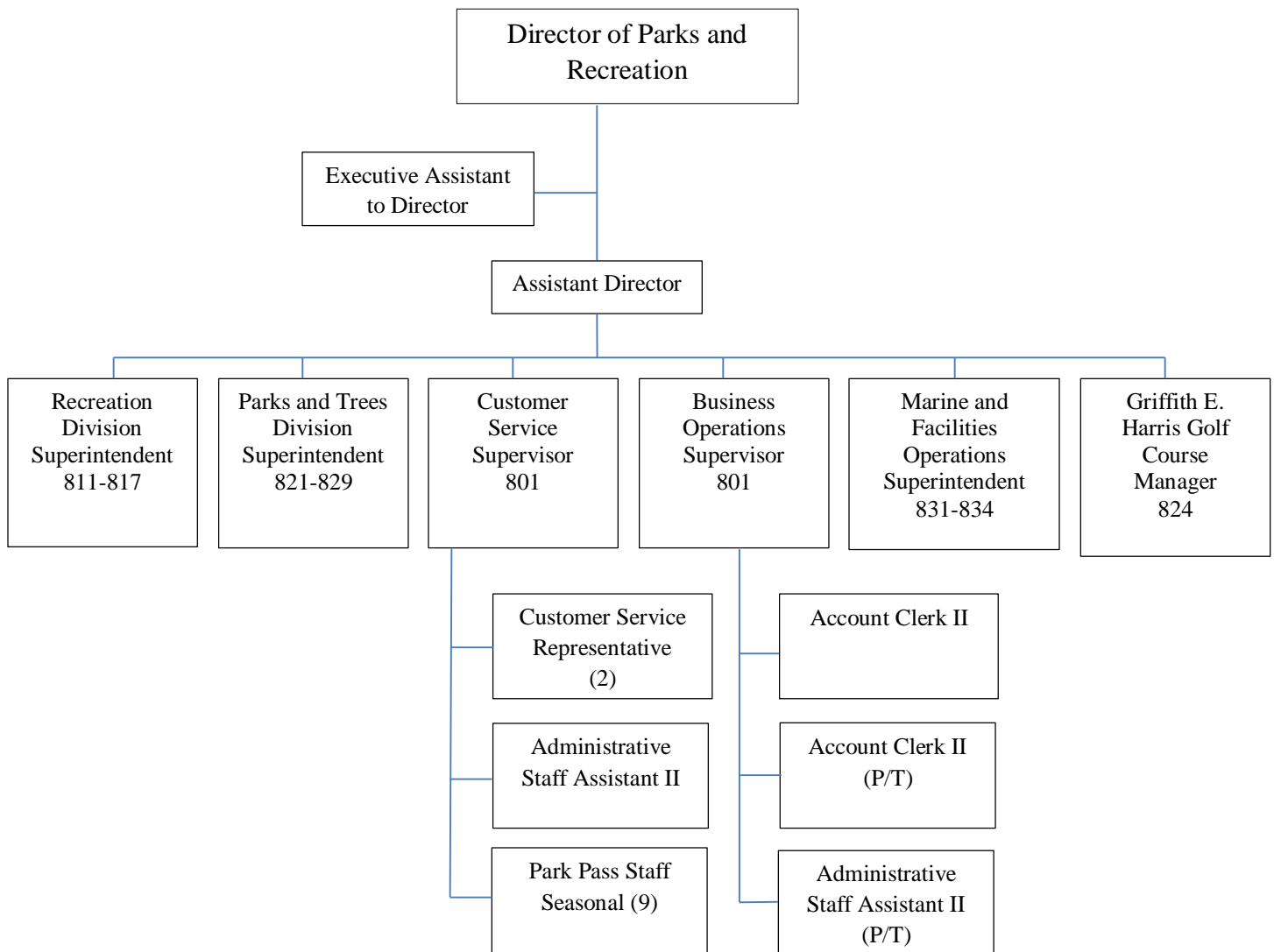
### **FY 17-18 Major Accomplishments**

- Provided fully staffed onsite personal Beach Card renewal assistance for senior residents.
- Added the acceptance of American Express credit cards as valid payment options for all P&R program offerings.
- Expanded the online capabilities of the RecTrac computer system for:
  - Annual marina slip renewals.
  - Halloween Happening and Brunch with Santa programs.
  - Added the capture of credit card information for golf tee time reservations, providing ability to bill no show fees.
- Eliminated issuance of vehicle stickers for park entry.
- Added the technology and staffing at Island Beach parking lot to verify annual beach passes to those parking with intention to ride the ferries.
- Complete Greenwich Point Master Plan outlining recommendations for improvements developed from team members, special interest groups, RTM members, neighborhood associations, and general public forums (Jan 2018).

## **FY 18-19 Goals**

- Add EMV (chip technology) for credit card payment of all P&R programs by July 2018.
- Migration to new RecTrac system (version 3.1, hosted at Vermont Systems Inc. site) and targeted for completion during December 2018.

## **Table of Organization**



**Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	9	3.45
<b>FY 17-18</b>	<b>Budgeted</b>	9	3.41
<b>FY 18-19</b>	<b>Requested</b>	9	3.30

**Comments on Proposed Personnel Changes**

Adjusted seasonal Beach Card operation staffing.

## **PARKS AND RECREATION**

### **811-817 – RECREATION**

#### **Mission**

The mission of the Town of Greenwich Parks and Recreation - Recreation Division is to deliver high quality leisure time opportunities through safe, well-organized, and affordable activity programs and special events at our civic centers, neighborhood community centers, ice skating rink, skate park, and other town facilities, including ball fields and beaches.

#### **Primary Services Provided**

The Recreation Division is responsible for the implementation and supervision of both active and passive recreation programs and leisure activities. We offer and facilitate an array of leisure opportunities for all age groups that enhance the physical, intellectual, mental, social, and cultural growth and development of our residents. We ensure reasonable access to all programs by bridging physical and economic gaps that impede participation. The division has several operating segments, including Organized Recreation and Specialized Recreation Facilities.

Recreation plans and executes Activities and Special Events.

#### **Activities**

- Youth Soccer
- Youth T-ball, Baseball, and Softball
- Youth Girls and Co-ed Basketball
- Youth Field hockey
- Youth and Adult Tennis lessons
- Adult Men's Basketball league
- Adult Softball leagues
- Adult Co-ed Volleyball league
- Adult Pickleball
- Roller Skating
- Swim lessons
- Kamp Kairphree
- Greenwich Adventurers Summer Camp
- Music & Art camp
- Cos Cob Preschool for 3 & 4 year olds
- Paddle Tennis

#### **Special Events**

- Halloween Happenings
- Brunch with Santa
- Independence Day Fireworks Displays
- Concerts in the Parks
- Jazz on the Sound
- Family Movie Nights
- A Christmas Carol play
- Town Hall Christmas Tree Lighting
- Jim Fixx Memorial Day Races
- Kite Flying Festival
- Sandblast Sand Sculpture Festival
- Snow Sculpture Contest
- Hot Shots Basketball Contest
- Pickleball Round Robin Tournament
- Annual Tennis Tournament
- Annual Town Ice Skating Competition

Additionally, Recreation is responsible for the following:

- Operation of the Greenwich Skatepark with memberships, clinics, and camps.
- Tennis court rentals and reservations.
- Field reservation scheduling and issuance of permits.
- Membership and reservations of the platform tennis courts at Loughlin Avenue Park.
- Special Events on town property permits, coordination, and oversight.
- Semi-monthly email newsletter publicizing Recreation Division programs and other news, events, and policies of the Parks and Recreation Department.
- Providing training to parents and coaches of youth sports participants, in order to promote teaching positive life lessons to youth through sports while fostering an attitude to win.
- Bendheim Western Greenwich Civic Center (BWGCC) in Glenville.
- Eastern Greenwich Civic Center (EGCC) in Old Greenwich.
- Dorothy Hamill Skating Rink in Byram.
- Cos Cob Community Center (CCCC) in Cos Cob.
- William Yantorno Community Center (WYCC) in Pemberwick.

#### **FY 17-18 Major Accomplishments**

- Developed Emergency Action Plans for Kamp Kairphree held at EGCC and Adventurers Camp held at BWGCC.
- Celebrated a Grand Re-Opening of the Greenwich Skatepark in September 9, 2017. Over 60 skaters participated in free lessons and free skate park competition.
- Developed appropriate signage for concerts and movies in the park to facilitate ease of vehicular and pedestrian traffic; improving safety for all.
- Increased training for camp leaders at Kamp Kairphree and Adventurers to include certification to administer medications.
- Required medical forms for all summer campers (Kamp Kairphree, Adventurers, Music & Art) in order to be able to administer medication and to be able to recognize and give special attention to campers with various needs, e.g. types of allergies.
- Created a new proposal and agreement for an operator for our soccer clinic-based programming for Spring, Summer, and Fall 2017. We're in the process of selecting a soccer operator for fiscal year 2018, with renewals in subsequent years.
- Spring 2017 and Fall 2017 soccer programs were amended to be in-house programs, solely under the Recreation Division. A new position, Lead Soccer Instructor, was created to provide on-site supervision of our paid instructors and volunteer parent coaches.
- In Summer 2017, Greenwich Recreation became a first-time host for the Girls 14U Babe Ruth CT State Tournament, which was held at Greenwich High School over two days.
- The platform tennis courts received four, gas powered heaters to provide efficiency in the removal of ice and snow during the winter. They will reduce the time staff is needed to clear the courts of snow and ice and the amount of time the courts are closed due to snow and ice conditions. MFO performed additional maintenance to improve the courts, as well.
- Continued relocation of programs and activities to provide alternatives due to maintenance and/or remediation of ballfields (Western Middle School and Old Greenwich School) and

to provide adequate field space for school events and other programs due to the changes in school start and end times.

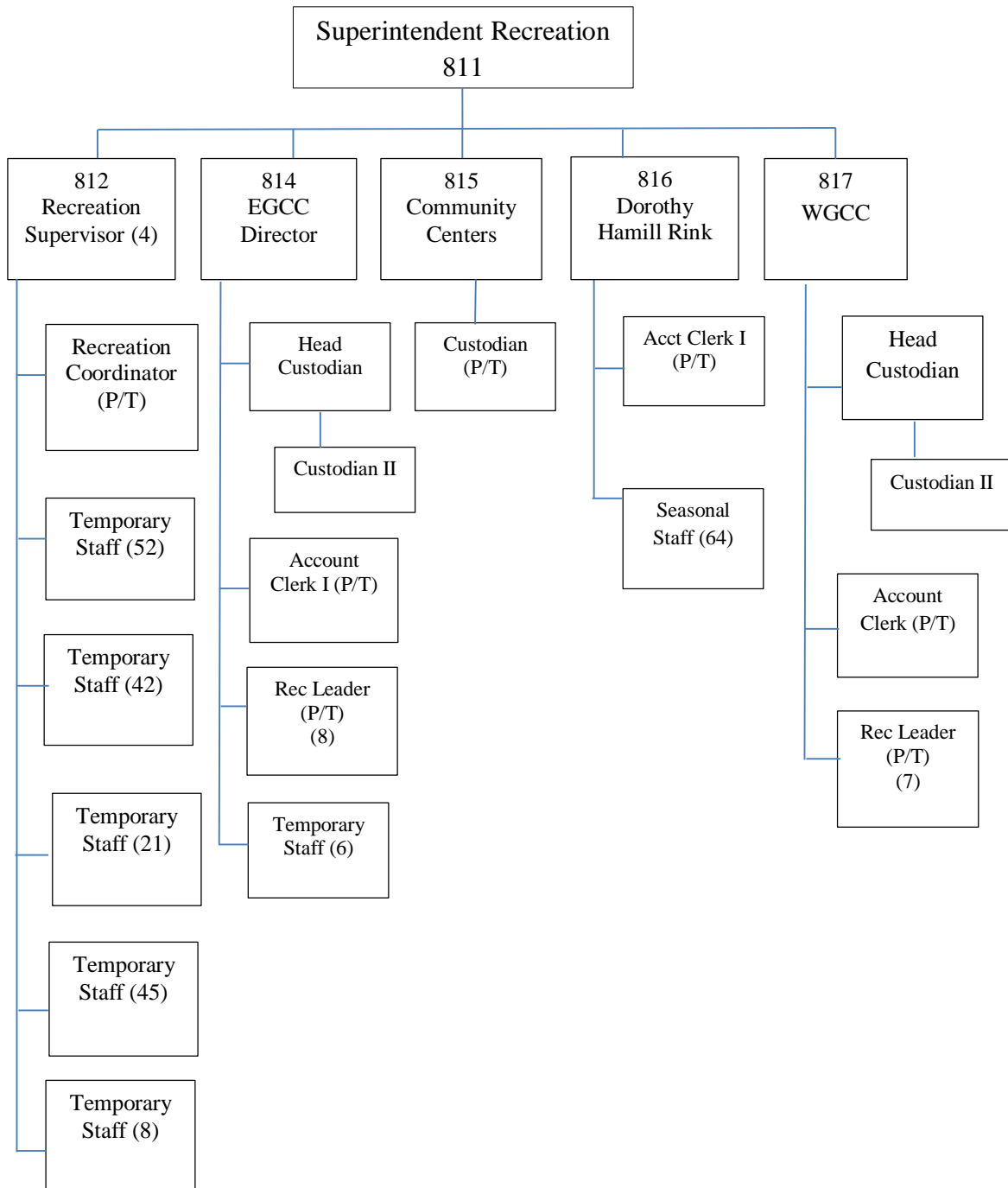
- BWGCC added new programs including: Sew Happy, a summer camp for children ages 8-12, and Hi Five sports camp for school vacations.
- BWGCC removed floor outlets in room 204 to be able to expand dance programming to the room.
- The EGCC added new large scale events including Tiny Tot's week-long Consignment Sale, Credit Union's Student Finance Expo, and Ellington Financial Company Picnic & Fair.
- EGCC added new ongoing classes for children such as Archery, Pinnacle, Green Moon Art & Music.
- Relocated Music and Art Camp back to Greenwich High School in the new MISA rooms and Performing Arts Center.
- Added a beginning band component to Music and Art Camp.
- Eversource installed new lead lines to the Dorothy Hamill Skating Rink for improved electrical service.
- Established a Dorothy Hamill Reconstruction Committee made up of staff, members of the Board of Parks and Recreation, and community members to work towards the reconstruction of the Town's ice skating facility in the 2021-22 fiscal year.
- Received a gift of a new sound system to the Dorothy Hamill Skating Rink.
- Became a membership organization of the National Alliance for Youth Sports to provide online training to staff and volunteer coaches working with youth. NAYS training includes sport specific training, with an overview on topics such as: violence in sports; the role of winning, nutrition and hydration, conditioning and stretching; sportsmanship; building confidence; injury prevention; and more.

### **FY 18-19 Goals**

- Add Summer swim lessons for youth at the new Byram pool in the Summer of 2018.
- Provide two, 5-week pickleball lessons in both the Winter and Fall seasons for new players.
- Create a Summer youth girls' softball program for those interested in travel play in their respective age divisions.
- Work with the Parks Division to have the platform tennis courts resurfaced and painted.
- Replace the timer for the tennis court lights at EGCC to make it more convenient for users and more efficient use of energy.
- Repair the wall mats at the gym of the BWGCC.
- Improve the tennis court reservation system so residents can reserve on line.
- Reorganize summer tennis tournament to attract more participants.
- Increase enrollment and improve the Beginning Band section of Music & Art Camp.
- Acquire Emergency generator for Dorothy Hamill Skating Rink (DHSR) operations.
- Develop Emergency Action Plan folder to unforeseen situations at DHSR.
- Update and improve staff handbook for DHSR.
- Develop a comprehensive evaluation form so participant's parents can grade each program at the end of the skating session/season.
- Offer youth ski lessons for residents through a partnership with Thunder Ridge Ski Area.

- Continue to adjust field allocations to meet the needs and challenges brought about by changes in school start and end times, whether they be school athletics or other organizations.
- Allow individuals who reserve single (“one shot deal”) field permits to pay online using credit cards. Permits are emailed to users, saving them from coming to Town Hall.

### **Table of Organization**





**Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	10	27.14
<b>FY 17-18</b>	<b>Budgeted</b>	10	25.97
<b>FY 18-19</b>	<b>Requested</b>	10	25.98

**Comments on Proposed Personnel Changes**

Recreation plans to add summer seasonal swim staff to conduct lessons at the new Byram Pool.

## **PARKS AND RECREATION**

### **821-829 – PARKS AND TREES**

#### **Mission**

The mission of the Town of Greenwich Parks and Recreation - Parks and Trees Division is to enhance and maintain all town parks, playgrounds, school campuses, athletic fields, passive recreation areas, beach parks, traffic circles, public cemeteries, shade trees, roadside trees, and public grounds under the jurisdiction of other departments of the Town.

#### **Primary Services Provided**

##### **Mandated Services:**

- Comply with State of Connecticut DEEP Storm Water Discharge regulations.
- Provide the supervision and control of the recreation facilities and activities of the Town including the development, regulation, maintenance and use of public parks, trees, playgrounds, community centers, golf courses, skating rinks, civic centers, subject to the jurisdiction of the Town.
- Issuance of all permits and licenses, the assignment of facilities, the collection of fees and charges, and the enforcement of ordinances and regulations governing the use of recreational facilities, activities, and places.
- Post Town-owned trees to be removed and conduct a Public Hearing if tree removal is contested (CT Gen. Statute, Chap. 451 sec. 23-58).
- Use of pesticides prohibited for use on K-8 school properties (per CT Gen. Statute).
- Use of pesticides prohibited on all town-owned athletic fields as per Town of Greenwich Board of Selectmen.
- Provide personnel and equipment for snow removal for town roads, schools, parks, Town facilities, and sidewalks in conjunction with DPW.

##### **Essential Services:**

- Continual training and drug testing for Parks and Trees Division for the safety of the division employees and residents.
- Maintenance of the green infrastructure of parklands, roadsides, athletic fields, school grounds and town facility grounds.
- Communication functions (press, radio ads, inter-agency, promotion).
- Installation and maintenance of water irrigation systems for parklands and athletic fields.
- Provide support services for special events on park properties including set up and take down for all special events with staging, lighting, refuse collection, etc. and other activities as needed. Provide safe, clean, and secure facilities for residents and their guests.
- Management and safe operation of specialized recreation facilities.
- Protect the people in the Town of Greenwich from personal injury and property damage caused by the improper planting, maintenance, or removal of trees, shrubs, and woody vegetation located on Town-owned property.
- Improve and maintain Town Parks for recreational use and enjoyment, public safety, aesthetics, and natural resource protection.

- Manage and maintain the Town's tree population for public safety, environmental health, aesthetics, and landscape integrity.
- Improve and maintain the Town's athletic fields for safe play, healthy exercise, turf health, recreational use, and enjoyment.
- Maintain and improve school grounds and campuses as green landscapes to encourage educational studies, safety, recreation, and aesthetics.
- Inspect, repair and maintain playground equipment at all schools and parks.

#### Non-Essential Services:

- Community Outreach, Assistance, and Educational programs for residents, nonprofit groups and civic organizations in an effort improve parks, trees and athletic fields and to promote community spirited projects.
- Employee and Volunteer Recognition.
- Work with schools and community groups to educate them of the benefits of parks and trees in the community.
- Encourage and acknowledge residents' input suggestions for the improvement of the Department of Parks & Recreation's parks, beaches, services, and facilities.

#### **FY 17-18 Major Accomplishments**

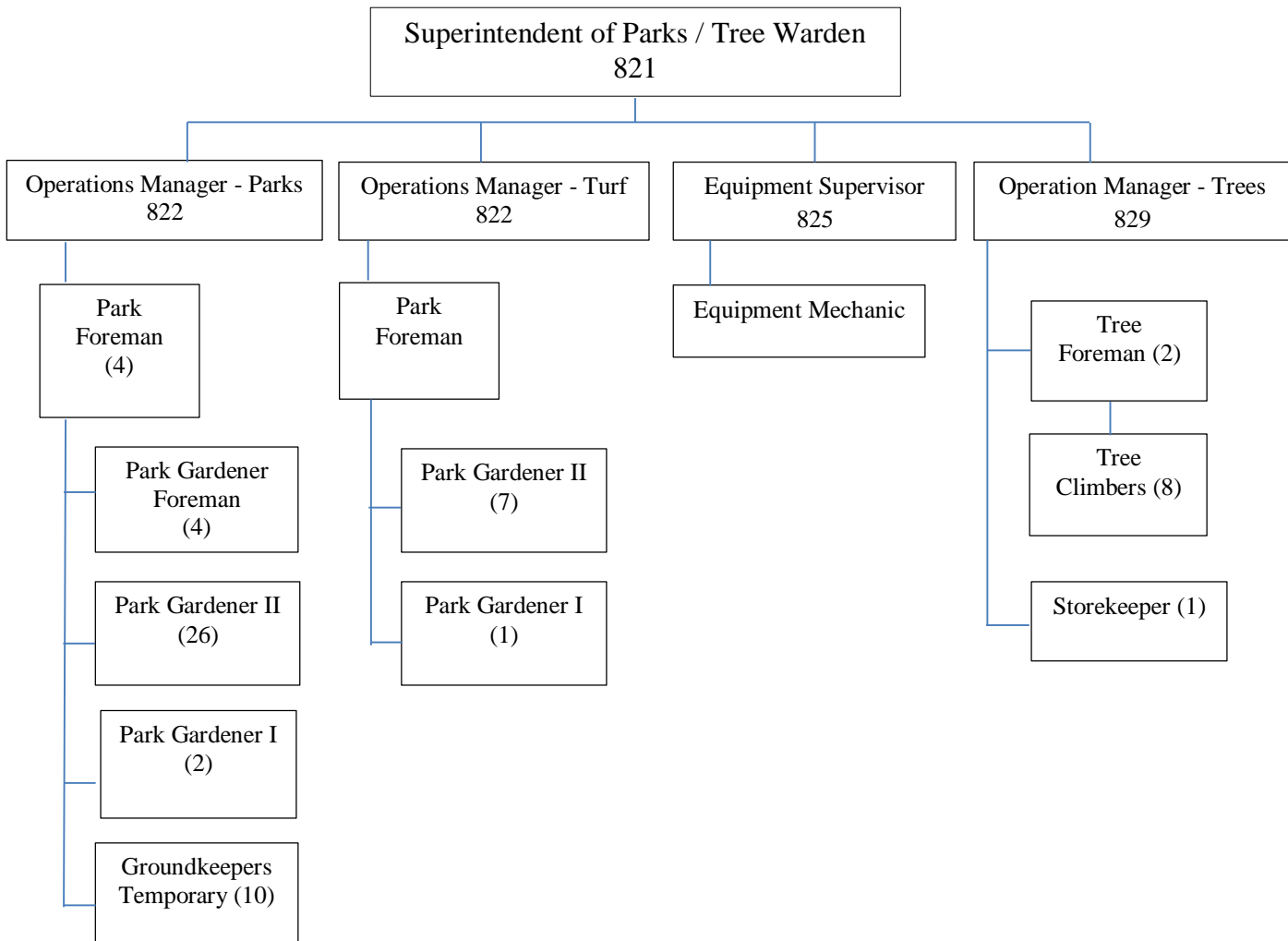
- Hazard Tree Survey for all Greenwich schools utilizing professionally qualified consultant completed.
- Completed Trees at Risk project.
- 425 trees planted to date. (April 2017 – Oct 2017) Goal is 500 trees.
- 428 Storm callouts for Tree Department.
- 2,609 work orders logged for resident and inter divisional requests for services.
- 2,745 work orders completed, including some from prior year.
- 47 work orders, (included in total work orders logged), created from quarterly inspections of playgrounds. (25 Playgrounds/43 Total areas).
- Pinetum Gate and Lighting Project – Project completed.
- Greenwich Commons Upgrade – Projected completed.
- Binney Park Master Plan – Project completed. Management recommendations in process.
- Cos Cob Park - Completed and in use.
- Playground (Parks and Schools) Improvement & Upgrade Program (multi-year). This annual program is structured to provide safe and consistently high quality playscapes for all 32 playscapes in the Town of Greenwich. The project includes inspections of playscape equipment, surfacing, and borders, individual components, fencing, and removal and replacement of non-conforming and aging equipment. The annual program has been upgraded to include formal quarterly inspections utilizing professionally qualified consultant to provide follow-up reporting of new issues and corrective actions taken since the annual report.:
  - Annual Inspections – Completed.
  - Third Quarter Inspections - Completed.
  - New playground at Pemberwick Park – (Oct/Nov 2017).
  - Binney Park Playground - Equipment and fencing ordered. Awaiting delivery and installation. (Jan. 2018)

- Bruce Park
  - 1 Bobcat Toolcat Utility vehicle purchased.
  - Bridge Repair - Bridge located in Bruce Park is a single span concrete jack arch structure supported by stone masonry abutments which carries Bruce Park Drive over Indian Harbor. Results from an inspection performed by the Department of Public Works identified the superstructure as being in serious condition and in need of rehabilitation. Completion date dependent on DPW.
- Tree Division
  - 1 Chipper/Log Loader truck ordered and is currently being built. (Nov. 2017).
  - 1 Tow-behind Wood Chipper ordered and awaiting delivery. (Nov. 2017).
- Parks Division
  - Instituted an Organic Turf management program. – Completed.
  - Trained personnel on the technical management knowledge and skills of organic turf management.
  - Purchased specialized equipment for the organic management of Parks turf.
- Organic Turf Program (Athletic Fields) - The program (since 2008) switches our turf program to a 100% organic program, having successful results and combines two projects requested in prior years. Knowledge gained in Organic Turf management has produced successful results.
- Tennis and Basketball Maintenance Program - This project is structured to provide safe and consistently high quality tennis and basketball courts for all 36 tennis courts and 42 basketball units in Town. For tennis courts, the project includes among others; surface treatment, fencing and gates, net posts, nets and associated items. For basketball courts, the project includes replacing poles, backboards, and nets.

### **FY 18-19 Goals**

- Plant 200-300 trees for Greenwich.
- Continue periodic and annual playground inspections for all school and park playgrounds. Perform associated maintenance and upgrades of playgrounds.
- Binney Park Improvements, as recommended by the Binney Park Master Plan.
- Organic Turf program for athletic fields (ongoing).
- Carry our successful Organic Turf Management Program for athletic fields over to the Parks Dept. for lawn management in Parks.
- School Landscape Renovation program.
- Safety tree inspection program for streets, schools, parks, and playgrounds.
- Tennis and Basketball Maintenance Program (ongoing).

## Table of Organization



## Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees
<b>FY 16-17</b>	<b>Budgeted</b>	63	3.07
<b>FY 17-18</b>	<b>Budgeted</b>	62	3.57
<b>FY 18-19</b>	<b>Requested</b>	62	3.30

## Comments on Proposed Personnel Changes

None

**PARKS AND RECREATION**  
**831-834 – MARINE AND FACILITIES OPERATIONS**

**Mission**

The primary mission of the Town of Greenwich Parks and Recreation - Marine & Facilities Operations Division (M&FO) is to provide the supervision, regulation, control, maintenance and repair of the recreation facilities and activities at the Town's public beaches, marinas, marine facilities, Islands, ferries and pool complex. It also provides support to, and maintenance and repair for other Parks and Recreation divisions, and supports Town functions and events. The Division, in cooperation with other private and public agencies as well as other departments, attempts to create a wholesome and beneficial use of all related leisure activities, especially those of the marine nature, for all Greenwich residents and visitors through recreational opportunities in our parks and facilities.

**Primary Services Provided**

- Provide the supervision and control of the recreation facilities and activities of the Town surrounding the development, regulation, maintenance and use of bathing beaches, boat harbors, boating facilities, and waters of Long Island Sound subject to the jurisdiction of the Town.
- Issue permits and licenses, the assignment of facilities, the collection of fees and charges, and the enforcement of ordinances and regulations governing the use of recreational facilities, activities, and places.
- Continual training and drug testing for lifeguards and deckhands for the safety of the public.
- Communication Functions (Press, Radio Ads, inter-agency, promotion).
- Conduct User Group meetings.
- Provide maintenance for all outside structures under control of the M&FO division with a combination of town workforces and outside contractors to prevent deterioration to the infrastructure of the Department. Examples include but not limited to floats, docks, piers, launching ramps, walking bridges, navigational aids, ferries, swimming pool, paddle courts, parks, marinas, and lighting.
- Meet the Department of Health water inspection standards (drinking and bathing) at the Beaches and Islands.
- Comply with State of Connecticut DEEP Storm Water Discharge regulations at all marina facilities.
- Maintenance and repair of water lines, electrical lines, island generators, and work boats.
- Maintenance for beaches by cleaning, grading, and replenishing sand.
- Maintenance of marinas through periodical dredging.
- Set up and take down for special events with staging, lighting, and other activities as needed. Examples include fireworks, parades, and concerts.
- Operation of a beach program for Greenwich Point, Byram Beach and Pool, Island Beach, and Great Captain Island. Operation includes seasonal employees including Lifeguards, Beach Crew, Ticket-sellers, and Gatekeepers who provide a safe, clean and secure environment for residents, their guests, and visitors.

- Operation of ferry services to both Island Beach and Great Captain Island. This program requires all ferries to be United States Coast Guard certified and the entire service to comply with all the regulations of the Department of Homeland Security. One full-time Captain, seasonal Captains, and Deckhands must be licensed to meet mandated USCG requirements such pre-employment and random drug screening.
- Operation of a marina program for Greenwich Point, Byram Park, Grass Island, and Cos Cob. Operation includes full-time, and seasonal Dock Masters who manage and provide services to residents, their guests, and visitors. The services provided for boaters include dock slips, dry sailing, rack storage, winter storage, and trailer storage.
- In conjunction with BCM and Purchasing, manage the concessions at three beaches.
- Public transient dockage at Grass Island.
- Public pump out facilities at Grass Island.
- Provide safe, clean, and secure facilities for residents and their guests.
- Management of Town-wide special events, coordinating the safe execution of privately organized events on Town property (application, insurance, police, health, building dept., first aid, and sanitation).
- Continual training for employees, OSHA, Blood Borne Pathogens, basic First Aid, and defibrillator training.
- Proper business process for registration, fees, billing, refunds, and credits.
- Maintain high standard for well trained, efficient employee crew.
- Encourage and acknowledge residents' input suggestions for the improvement of the Department of Parks & Recreation's parks, beaches, services, and facilities.

### **FY 17-18 Major Accomplishments**

- Kept Greenwich Harbor open for Marine Police and marine facilities intact during winter season, with no loss of structures.
- Dealt with unforeseen and unpreventable loss of one engines on the "Islander II", but managed to keep schedule with only minor changes to schedule. (Town ferries average age is 67 years old).
- Began deck replacement on Indian Harbor (1/3 of total deck in the forward part of the vessel to be completed spring 2018).
- Complied with and passed all USCG inspections, both in water and at dry-dock, for ferry operations.
- Complied with and passed all TSA and Homeland security inspections.
- Continued to keep Greenwich Point one of the best beach facilities in the region.
- Continued to keep the Islands and their infrastructure operational and open to the public.
- Instituted new online park pass purchasing for residents and credit cards to our park pass operation.
- Replaced old steel work boat with new aluminum one.
- Replace one outboard engine on one work boat. (Fall 2017).
- Open new Byram Pool complex. (June 2018).
- Secured additional funding and began replacement of launching ramp in Cos Cob. (Construction winter 2017-18 with completion Spring 2018).
- Continued making upgrades to all marinas in the form of electrical and lighting improvements and adding additional finger piers where permitted.

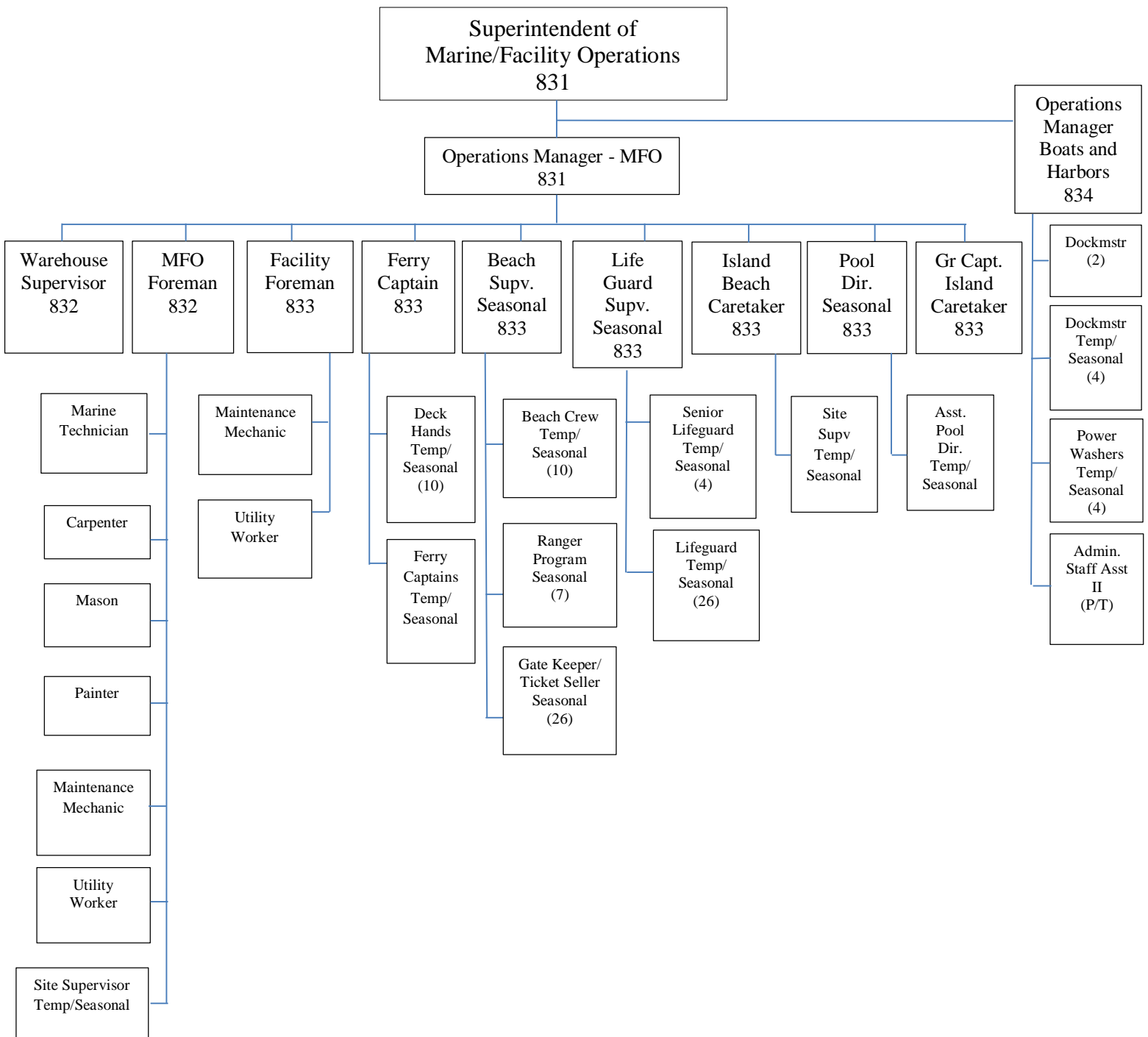
- Greenwich Point Pier replacement finally permitted with the DEEP and with T of G P&Z. (Work to begin winter 2017-18 with completion Spring 2018).
- Maintained full capacity at two of the three marinas, with a waiting list at two, and increased rental at the third.
- Replaced various “twisted” finger piers in the marinas.
- Furthered the permit work with DEEP and design work for the rebuilding of the Greenwich Point Causeway and installing a guard rail. Completion dependent on DEEP.
- Continue to work with user groups and other agencies like Audubon, Calf Island Conservancy, Friends of Greenwich Point, Greenwich Point Conservancy, and the Boater Users Group (BUG).
- Investigating the possibility to expand dockage, (transient and resident), at Grass Island. Contract signed in Oct. 2017.
- Began testing and permitting to facilitate perming to dredge the ferry dock/marine police (Arch Street) area. Permit possible 2018. Dependent on EPA vs. NY State litigation.
- Continue with various seawall re-point projects. Annually as needed.
- Ready to upgrade and re-permit Storm Water Management Plan when DEEP makes its determination. Completion dependent on DEEP.

### **FY 18-19 Goals**

- Present a plan to expand the Grass Island Marina South to the Town
- Dredge Byram marina
- Plan and permit from DEEP and ACOE to dredge Byram Marina in place but received only partial approval from NYDOS for open water placement. Continuing to work on securing further permitting to execute the project (Winter 2018-19)
- Put in place new DEEP Storm water permit (if required)
- Continue work on deck replacement of “Indian Harbor”, and evaluate possibility of new ferry route/vessels to better fit the needs of the Town
- Get Arch Street Ferry/Police dock area permitted for dredge
- Begin to develop plans to replace work boat “Skipper”.
- If Byram Dredge complete, begin on Byram launching Ramp replacement
- Begin permit process for dredging Greenwich Point access channel
- Review and finalize DEEP, ACOE and P&Z permits for repair work on Greenwich Point Causeway.
- Begin to develop bid/construction drawing and planning to move to construction on the Greenwich Point Causeway replacement.



## Table of Organization



### **Personnel Summary**

		<b>Number of Full Time Employees</b>	<b>Number of Part Time/Temp Employees</b>
<b>FY 16-17</b>	<b>Budgeted</b>	19	26.94
<b>FY 17-18</b>	<b>Budgeted</b>	19	25.12
<b>FY 18-19</b>	<b>Requested</b>	19	27.42

### **Comments on Proposed Personnel Changes**

Changes in personnel numbers are created by the opening of the new Byram Pool complex, which will operate from Memorial Day to Labor Day. Although there is no historical information we can use for the budgeting of a facility of this size, we estimate that we will need the following additional personnel:

- (1) Pool Manager
- (1) Assistant Pool manager
- (2) Beach Crew
- (2.5) Ticket/Gate keepers
- (1) Head Lifeguard
- (10) Lifeguards

## **PARKS AND RECREATION 824- GRIFFITH E. HARRIS GOLF COURSE**

### **Mission**

The primary mission of the Town of Greenwich Parks and Recreation- Griffith E. Harris Golf Course Division is to provide an affordable, high quality golfing experience on an excellent, well run golf course.

### **Primary Services Provided**

- Perform continuous maintenance and improvements to the golf course for the safe use and enjoyment of all golfers.
- Perform maintenance on course equipment and replace as needed.
- Maintain a high standard for a well-trained, efficient maintenance crew.
- Maintain high quality, friendly customer service.
- Process annual memberships and daily transactions efficiently.
- Manage the course in a fiscally sound manner.
- Hold user-group meetings to keep golfers well informed on all operations and to provide an official forum for their input.

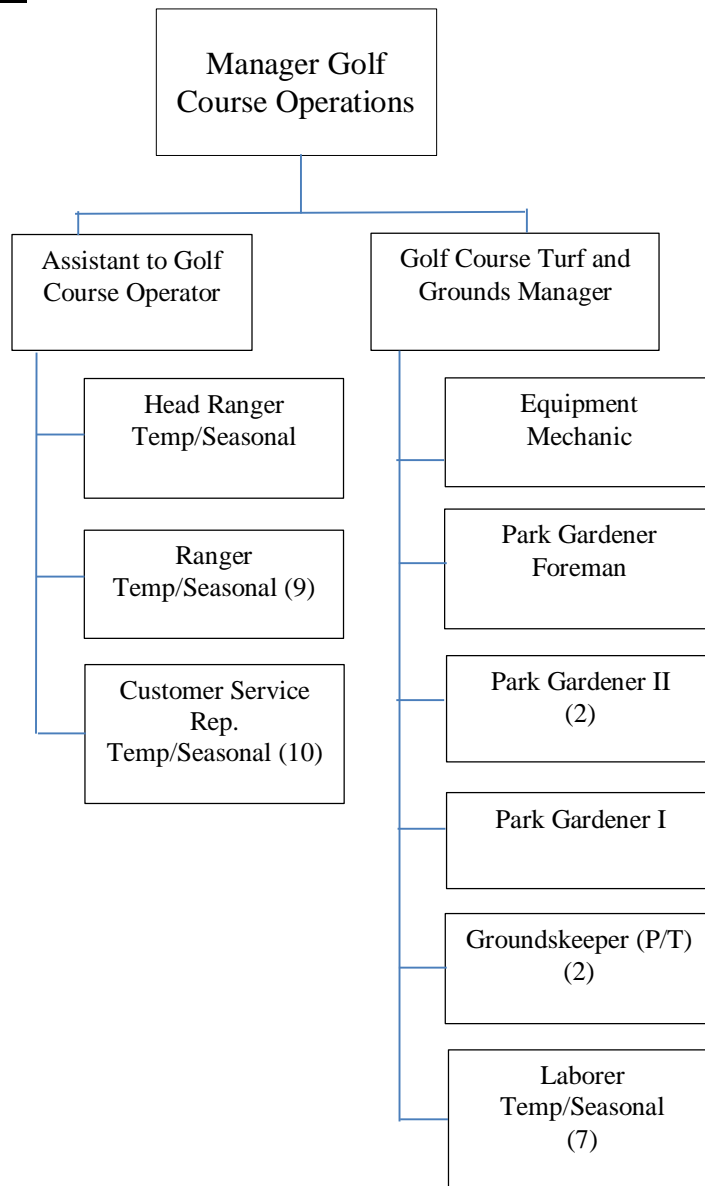
### **FY 17-18 Major Accomplishments**

- Cart paths were repaired on seven of the holes.
- Our course was selected for the 2018 MetPGA Public Links Championship.
- The gold tee on the 5<sup>th</sup> hole was enlarged and the gold tee on hole 3 was redone.
- Two maintenance equipment storage tents were repaired.
- A lightning protected gazebo was installed to shelter golfers during inclement weather.
- Continued fairway irrigation program to promote healthy turf.
- Improved the turf on greens 3, 13, 15, and 16 by pruning trees as recommended by the USGA in their annual visit.
- Upgraded the fee processing system to charge for reservations made, yet the golfers were a “No-Show”.
- Fully anticipate operating the course at a profit in 2017-18.

### **FY 18-19 Goals**

- Continue to improve course conditions, including aerifying the green more often due to the purchase this year of a new aerifier.
- Continue to upgrade course equipment
- Continue to upgrade the course in a fiscally sound manner.
- Continue the open door policy for all golfers and keep them informed through User Group meetings, e-mails, web page notices, etc.
- Begin the program to re-level all tees that require it.
- Replace our aging lightning alarm system to protect golfers on the course.

### Table of Organization



### Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees
FY 16-17	Budgeted	8	10.23
FY 17-18	Budgeted	8	10.23
FY 18-19	Requested	8	10.23

### Comments on Proposed Personnel Changes

None

**THE NATHANIEL WITHERELL**  
**450**

**Mission**

To provide the highest quality long-term skilled nursing care and rehabilitation services, primarily to Greenwich families, in a home-like, person-centered environment in a manner which is financially responsible to the Town of Greenwich.

**Primary Services Provided**

- Medical Care
- Volunteer Coordination
- Nursing Care/Administration
- Development/Friends of Nathaniel Witherell
- Rehabilitation Therapy
- Marketing
- Social work
- Visitor Reception
- Dining Services
- Beauty/Barber Shop
- Therapeutic Recreation
- Housekeeping
- Family Council
- Pavilion Operations
- Plant Operations, including maintenance/grounds keeping
- Hospice/Palliative Care
- Pastoral Care
- Outpatient Therapy
- Banking and Financial Services
- Discharge Planning
- Resident Care Planning
- Administration
- Medical Records Administration
- Resident Council

**FY 17-18 Major Accomplishments**

- Prepare for renovations to the public areas (corridors, living rooms, dining areas, and resident hygiene centers) on each of the four Tower nursing units and to the auditorium/recreation room/solarium on the first floor. Both projects went out for bid last year, a contractor was selected for both projects, and they are preparing to begin construction as soon as the State approves their plans for fire protection and safety during construction. We anticipate construction will begin by January 1<sup>st</sup>, 2018 and be largely completed by July 1, 2018. The project may continue into FY 18/19 due to phasing

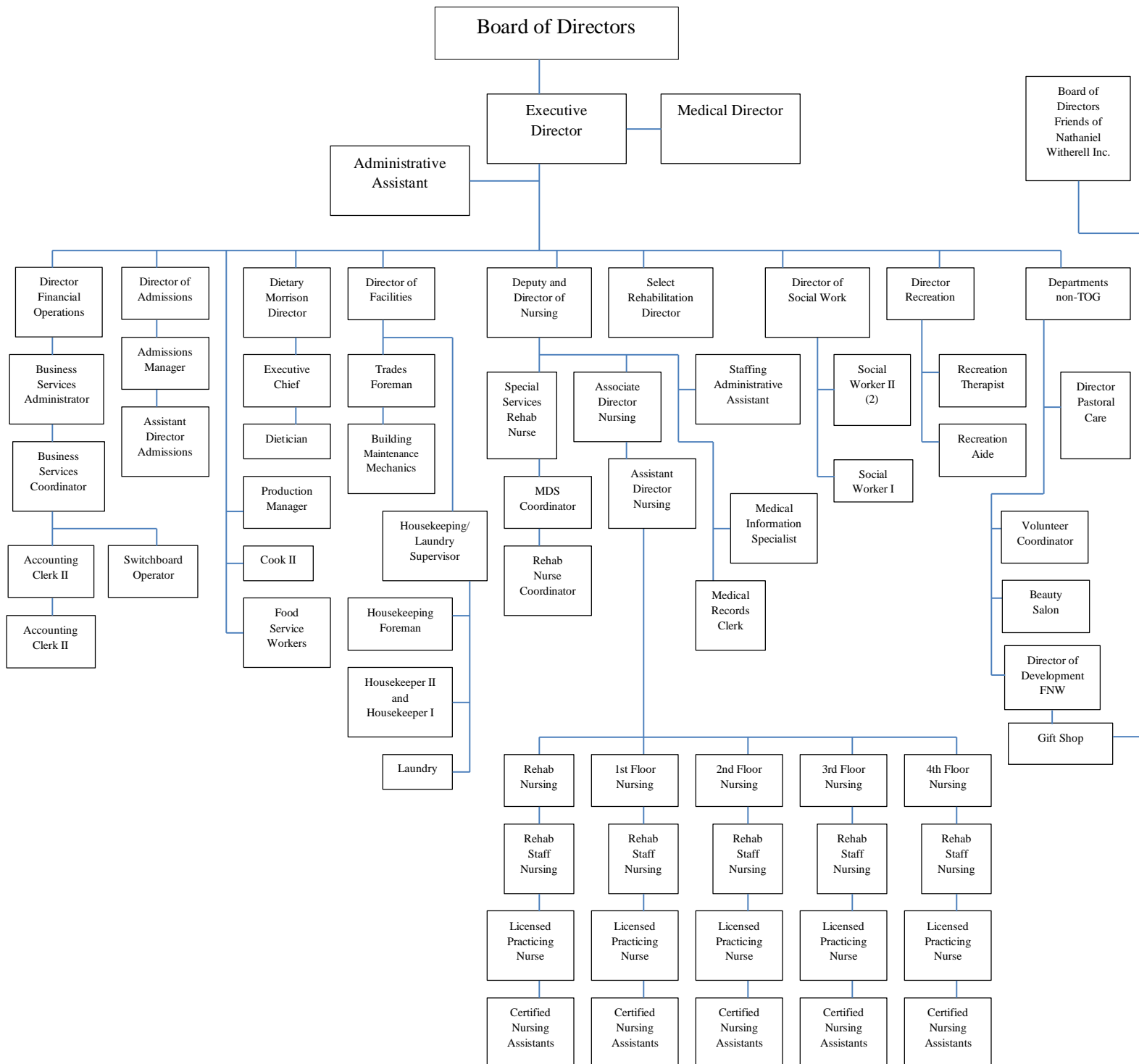
requirements necessitated by the National Fire Protection Association regulations and state and local building codes.

- Issued a Request for Proposal (RFP) for food service management and two bids are being evaluated. A new contract will be issued before the end of calendar year 2017.
- Issue a RFP for a joint venture with an existing home care provider and to create “Witherell at Home” as an operating company. The company will provide non-medical home care (i.e. private duty home health aides, companions, and homemakers). We anticipate to initiate operations before the end of the fiscal year.
- Upgrade MatrixCare, the facility’s clinical/administrative data system, to enhance the electronic Health Record continued in FY 17/18. The electronic medication administration record and nurse order entry capabilities were added during the first quarter, involving extensive training of professional staff on all three shifts and upgrades to the building’s Wi-Fi capabilities. Rehab Optima (the documentation software used by physical, occupational and speech therapists to record their notes) was integrated into MatrixCare during the first quarter of FY 17/18.
- Completed the VOIP conversion to a new phone system.
- Update the 15-year capital plan for ongoing maintenance and improvement of the Witherell campus and its buildings/equipment. We expect to issue a RFP for replacement of the water lines that deliver domestic water and fire system.

### **FY 18-19 Goals**

- Complete renovation projects: Tower public spaces upgrade; Auditorium upgrade.
- Complete Capital Plan items: install new water lines; replace kitchen equipment/air conditioning units/beds, as scheduled.
- Implement upgrades to MatrixCare including physician modules (order entry, progress notes, history/physicals).
- Meet or exceed financial results that improve upon the previous year and generate favorable revenue and expense variances compared to budget.

## Table of Organization



### **Personnel Summary**

		<b>Number of Full Time Staff</b>	<b>Number of Part Time/Temp Staff</b>
<b>FY 16-17</b>	<b>Budgeted</b>	159	66.5
<b>FY 17-18</b>	<b>Budgeted</b>	158	67.0
<b>FY 18-19</b>	<b>Requested</b>	158	67.5

### **Comments on Proposed Personnel Changes**

The addition of 0.5 part time staff will address the current trend of a shift in admissions to a higher proportion of medical cases, which require more nursing care for assessment/treatment/medication management. This is the result of industry shifts in orthopedic care toward shorter lengths of stay and/or more surgical cases going directly home following hospitalization.



## **DEPARTMENT OF PARKING SERVICES**

### **219**

#### **Mission**

The mission of the Department of Parking Services is to provide an outstanding level of customer service to residents, merchants and visitors to the Town of Greenwich while recognizing the needs of the commuters, merchants, and shoppers based on the parking supply and demand.

#### **Primary Services Provided**

- Manage, disseminate and enforce parking meters and permits in 20 Commuter/Railroad Parking Lots
- Enforce parking rules and regulations per Town Charter and Code Chapter 14. Vehicles and Traffic in 14 Resident Zones
- Process parking revenue from on-street and off-street locations Utilize License Plate Reader (LPR) for booting and immobilization of scofflaw violators; Process fines and forfeitures, activates and replenishes smartcards, special event permits and associated meter rental fees
- Maintains approximately 3,000 parking meters, 33 LUKE Multi Space Meters, 2 MacKay reloading smartcard stations
- Maintain commuter/railroad lots for functionality, safety, cleanliness, and aesthetics
- Update and review policies for compliance with Americans with Disabilities Act (ADA), Building Code and Town Charter and Code
- Identify potential green locations for alternative modes of transportation, such as bicycles, mopeds, motorcycles, and electric vehicle (EV) chargers for EV vehicles

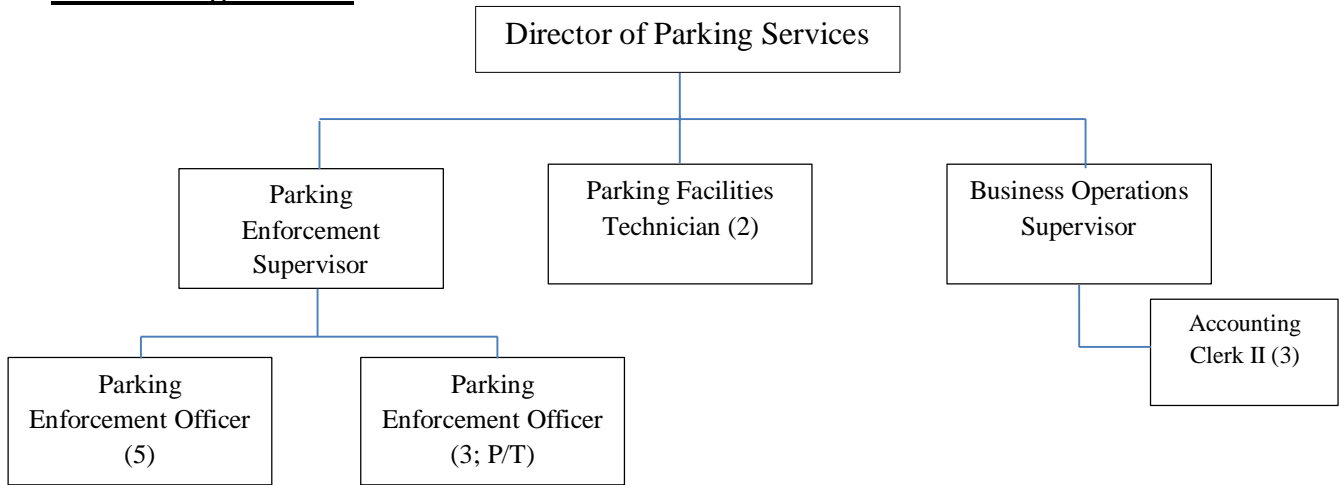
#### **FY 17-18 Major Accomplishments**

- Launch of Online Waitlist Portal
- Updated Parking Meter Rental Process (new single form and internal tracking system)
- Interactive Customer Service Kiosk in Parking Services lobby (November 2017)
- Implemented new parking enforcement handhelds with Multi-Space Meter integration.
- Upgraded and installed multi-space meters in Amogerone

#### **FY 18-19 Goals**

- Upgrade and install multi-space meters in Liberty Way Parking Lot.
- Upgrade and install multi-space meters in Cos Cob Marina (Pending approval of Metro North funds).
- Update Parking Map for Byram, Cos Cob, Old Greenwich, and Riverside.
- Introduce virtual enforcement (tag-less) permit system in Plaza, Town Hall, Island Beach, Horseneck, and Soundview.

### **Table of Organization**



### **Personnel Summary**

		Number of Full Time Employees	Number of Part Time/Temp Employees
FY 16-17	Budgeted	13	2.85
FY 17-18	Budgeted	13	2.14
FY 18-19	Requested	13	2.14

### **Comments on Proposed Personnel Changes**

None